



Accelerating COVID-19 Socio-Economic Recovery in Myanmar through Resilient and Gender Transformative Enterprises

Final Report

For the period 28 October 2020 to 1 April 2022

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| Programme Assessment/Review/Mid-Term Eval. |
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| Assessment/Review - No Evaluation Report - No |
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Executive Summary

The economic and enterprise landscape in Myanmar has experienced severe shocks during the project implementation period, due to persistent COVID-19 impacts which were compounded by a military takeover in February 2021. The political unrest that erupted was accompanied by severe violations of human rights. The double crisis was declared a deeply engendered crisis, prompting the development of this programme to accelerate the COVID-19 recovery through inclusive, innovative and evidence-based investments in resilient and gender transformative enterprises.

Following the military takeover Myanmar United Nations Country Team (UNCT) developed its Engagement Principles that limited UN agencies collaborations with the de-facto military government. In order to comply with UNCT Engagement Principles and respond to the new socio-economic and political environment, the joint programme's PUNOs undertook a needs assessment and revised the Programme Document, primarily removing activities requiring government collaboration. Instead, it focused on strengthening women entrepreneurs' resilience and recovery by (i) strengthening the capacity of non-state entrepreneur ecosystem actors to include gender and women-led enterprises, (ii) supporting and strengthening women impacted businesses through a gender transformative business accelerator, and (iii) strengthening access to finance for women SMEs by creating linkages between demand (women led MSMEs) and supply (financial service providers).

Through the revised programme PUNOs were able to engage with non-state ecosystem stakeholders such as acceleration service providers, financial service providers, investors, donors, and business experts to support the resilience of women-led enterprises. The main results of the joint program are:

- 50 MSMEs from different regions of the country, of various sizes, and operational focus increase their knowledge, developed adapted business plans, and expanded their networks through support from UN Myanmar. They completed an acceleration programme tailored for women-led businesses consisting of 12 modules, 10 mentoring sessions, and 8 networking and expert sessions. In addition, to increase their resilience, 35 MSMEs were supported to revise their Business Model Canvas, 10 received in-depth support to develop digital action plans, while another 10 were supported by financial experts to improve their financial statements and management.
Six businesses accelerators and 36 financial service providers, mainly banks loan officers increased their capacity to implement gender-transformative approaches. Each group received tailored trainings, and one business accelerator reviewed and engendered its entire program. Furthermore, the extensive consultations and analysis with the service providers were used to develop a knowledge product to fill existing evidence gaps on the lending landscape for women entrepreneurs, and practical tips for accelerators on engendering their work.
- PUNOs engaged with the SME financing ecosystem stakeholders (DFIs, Banks, MFIs, Investors) to identify gaps, develop new opportunities for women entrepreneurs to access finance, and to connect the MSMEs to commercial finance. As a result, 1 SME has already secured commercial finance, with another 4 at advanced stage.
- In further support of MSMEs business acceleration, PUNOs established a USD 110,000 capacity enhancement fund, which has financed and enabled 14 MSMEs under the programme to improve their business capacities and investment abilities.

Purpose

The joint programme contributed to the overall strategic objective of the UN Socio-Economic Response Framework (UN-SERF) for Myanmar to “Protect the most vulnerable people throughout the COVID-19 crisis and support the country’s recovery”. The joint programme’s objective was to strengthen the capacities of women led businesses and entrepreneurs impacted by the COVID-19 pandemic to develop resilient business solutions. In the post-coup context, the program focused on the non-state entrepreneurship ecosystem while simultaneously aiming to address the underlying structural bottlenecks and socio-cultural boundaries that limit the opportunities for women to operate businesses on the same terms as men. It contributed to enhanced livelihood opportunities and economic empowerment for women and to help adapt and operate resilient businesses, increasing their ‘investability’ and readiness to attract investments including through digital transformation. The strategy applied was an ecosystem approach, engaging with key multipliers – such as business and financial service providers, as well as the government – to strengthen their gender capacity.

The double crises have had a cascading impact on the pre-existing gender gaps and structural barriers related to entry and growth of women owned and led businesses. Women workers have been harder hit by income and livelihood losses, poverty and food insecurity. Women-led firms experiences higher temporary closure rates and difficulties in accessing credit, as well as lack of capacities to pivot towards digitalization. Furthermore, two out five women reported that an increased time scarcity due to additional care work has impacted their ability to earn a livelihood.

This programme addressed critical gaps and constraints which prevented women-owned/led enterprises to pivot, adapt and grow their businesses through capacity building and private sector integration to build resilient and gender transformative SMEs.

Results: Outcome Level

Outcome: COVID-19 socio-economic recovery in Myanmar is accelerated through inclusive, innovative, integrated, and evidenced based investments in resilient and gender transformative enterprises.

Despite the stark deterioration of the country’s socio-economic situation at the wake of the military takeover in 2021, the joint programme was able to contribute to the country’s resilience during the compounded crises by increasing the number of gender transformative MSMEs. Altogether 50 MSMEs were supported to become gender transformative against the original program target 100 (add variance explanation).

The 50 women entrepreneurs developed gender transformative business plans to adapt to recent economic shocks. They increased their resilience through knowledge, skills and networks gained during a demand driven and tailored business accelerator program and developed and implemented concrete adaptation and resilience plans. The supported businesses significantly increased their resilience through new coping mechanisms enabled by the programme, notably through in-depth handholding in digital, financial management and business transformation areas, and access to much needed finance.

The programme also focused on inspiring the women entrepreneurs, and building their business confidence. In end-reviews and monitoring data, participants indicated an increase in their knowledge

and 80% of the women entrepreneurs expressing their new determination to increase the number of women CEOs and the number of women at C-suite level in Myanmar.

The business and financial ecosystem gained new insights on the needs, information and funding requirements of women-led MSMEs, as a result of extensive consultations and sector analysis. This resulted in the publication of two knowledge products: “Insights On Lending Opportunities To Women-Led Businesses Myanmar”¹ and “Practical tips for business accelerators to support women entrepreneurs”².

Further, business accelerators and financial services providers increased their knowledge and awareness of gender smart approaches through tailored training sessions contributing towards increasing women entrepreneurs access to knowledge and finance. This contributes towards leveraging a long-term multiplier effect on delivering inclusive and integrated services and closing persistent gender gaps. While monitoring data shows an increased awareness on the importance of providing gender-specific services, there still remains much potential to improve practices.

The programme contributes towards overall economic recovery efforts and served as an important pilot project. It not only provided direct support to women entrepreneurs, but also created important knowledge and experiences in conducting a programme in a difficult context.

Given the difficult financial landscape and in order to further support the resilience of gender transformative MSMEs, 14 women entrepreneurs invested funds from the programme Capacity Enhancement Fund. The fund was created from repurposed budgetary expenses of three PUNOs.

Results: Output Level

Output 1: The non-state entrepreneurship ecosystem of Myanmar has strengthened capacity to include gender and women owned enterprises in its socio-economic response to COVID-19 in the short and medium-term reforms.

Under Output 1, business acceleration service providers identify strategies to integrate gender aspects at organisational level, as well as in their services and trainings provided to businesses, through gender-smart trainings.

The following activities contributed towards strengthening the gender capacity of non-state entrepreneurship actors:

- Following a needs-assessment, 6 business accelerators enhanced their capacities on gender-smart representation, outreach and network building, as well as removing gender bias in access to resources. They implemented gender action plans focused on training of staff on sexual harassment and gender bias and evaluating existing resources and processes. They participated in two trainings on UN Women’s We Rise Toolkit for Accelerators, developed action plans and were coached on these in 3 sessions.
- One business accelerator fully engendered their acceleration program (see Output 2), integrating gender-smart needs assessment, outreach and communication; a gender-sensitive M&E framework; as well as gender-transformative module design, delivery and coaching. The

¹ UNCDF, 2022. Insights On Lending Opportunities To Women-Led Businesses Myanmar. Accessed at <https://www.uncdf.org/article/7721/lending-to-women-businesses-myanmar>

² Include link when available

accelerator received in-depth coaching along each step of implementing the business accelerator and 3 training of trainer's sessions.

- Drawing from the experiences of this programme, a brief containing ten tips on engendering business accelerators was developed for business accelerators.
- Contributing towards increasing technical support provided to women-led SMEs through ICT services, a self-paced Business Women's Empowerment Course, containing 5 modules, was developed. It integrates content and lessons learned from the MPTF accelerator (Output 2), and will be integrated in UNDP's MSME e-learning portal once it is launched.
- 36 loan officers from commercial banks enhanced their knowledge and awareness on gender lens financing. The loan officers received training on approaches and techniques to expand bank outreach among women customers and eliminate gender biases in implementing loan processes.
- Insights and recommendations for financial service providers and development partners supporting finance to women led MSMEs were developed, based on extensive consultations with financial service providers, DFIs, and investors. The insights were shared through orientation workshops with key stakeholders in the sector. In addition two technical modules / tools were developed for future use by financial service providers looking to improve their practices, including one on gender equality in the workplace.

Output 2: The entrepreneurship ecosystem of Myanmar, including in its accelerators has strengthened capacity to effectively support women impacted by the COVID-19 crisis in an integrated way.

Under Output 2, 50 women led MSMEs (selected out of 210 applicants) improved their business acumen, resilience and capacity on market access and marketing analysis, digital literacy, digital transformation and ecommerce and financial literacy, access to finance and building confidence through demand-driven accelerator programme delivered in 12 training modules, 10 mentoring sessions, and 8 expert and peer networking sessions. Extensive handholding was also provided in critical areas, and as a result, 35 MSMEs developed action plans to adapt their business model to COVID-19 scenario and its impacts, fulfilling the programs target of 50 women MSMEs.

The accelerator program, implemented with 50 women entrepreneurs, provided the following support and capacities:

- Based on an extensive needs assessment, women entrepreneurs increased their knowledge on the following topics shared through 12 training and mentoring sessions:
 - Financial Management, Access to Finance and Financial projection: In addition to trainings, increasing their financial understanding and management, 35 developed one-pager pitch-decks for investments, 32 MSMEs developed financial projections for the upcoming 1-5 years, and 10 received in-depth support to develop financial statements.
 - Gender-smart Business Planning and Development: With the support of mentors, 35 MSMEs revised their Business Model Canvases to adjust for the current context
 - Digital Transformation and E-commerce: 10 MSMEs received handholding support to develop digital action plans.
 - Gender-transformative marketing Planning and Sales Traction: To apply the learnings and increase the visibility of women entrepreneurs, 24 women entrepreneurs

- produced a short marketing video, which the program posted on its facebook page, with views ranging from 100 to 1500 views per video.
 - Building Confidence and leadership for women entrepreneurs, problem solving, work-life balance and
- The program provided a holistic approach, combining trainings and mentorship with peer support networking (2 sessions) to share the knowledge and information on mental wellness and benefits of gender equality, and expert networking session (6 session) to further provide knowledge on specific topics through series of talks, panel discussions and fireside chat. Industrial experts and well-known women entrepreneurs were invited to those sessions to educate, inspire, and provide advice on specific questions addressed by women enterprises, contributing towards reducing the gender gap in access to business networks.
 - Women-Led Businesses in Digital Transformation
 - Access to finance - a view from the industry
 - Myanmar SME Investment Landscape
 - Inspirations from successful entrepreneurs
 - Leveraging e-commerce in Women-Led Businesses
 - Pitching your business for growth
- Supporting acceleration programme with finance and digital components.
 - The capacity of accelerators in Myanmar was found inadequate in critical areas needed by the women entrepreneurs, and this was remedied during the programme through in-depth PUNO support to develop new and strengthen existing learning modules, especially in regards to gender, digital transformation and access to finance. The accelerator was also supported to enhance the extent and quality of access to finance networks available to the women.
 - As part of the acceleration programme, additional handholding mentorship programme was designed and implemented under which 10 selected MSMEs (out of 50) received tailored support to prepare digital transformation action plans (operational and financial), another 10 MSMEs received assistance to prepare improved financial statements and business plans, and 5 MSMEs connected with partners in the digital and financial sectors.

Output 3: Strengthening access to finance for capacitated women SMEs

Under Output 3 the following results were achieved:

- Enhancing financial eco-system for women led MSMEs, leading to an increase of the investments and loans from DFIs, banks and Impact investors going to women-led MSMEs
 - The country remains in a crisis situation with high risk perception, limited new investments coming into the sector, and financial institutions having limited liquidity. The programme therefore focused on influencing stakeholders to consider future women focused programmes and special (innovative) financial instruments for women led MSMEs. Based on the programme findings, orientation and sensitization workshops and engagements were held with industry players, with a focus on promoting future projects focused on access to finance for women. 2 DFIs expressed interest in launching women focused projects in the next 12 – 24 months, while the Myanmar Private Equity & Venture Capital Association during the period of engagement established a Gender sub-committee to promote investment in women

owned businesses. Consultations held with financial eco-system stakeholders on issues impacting the access to finance for women led MSMEs led to the development of tools to address some of the existing capacity gaps to enhance outreach among women entrepreneurs.

- Enabling the women-led MSMEs to attract finance to increase their resilience / growth prospects:
 - The women entrepreneurs were supported to prepare accurate financial statements, 10 of them through a detailed handholding process, and within the accelerator environment enabled to engage closely with industry players in the financial sector including DFIs, MFIs, banks and Non-Bank Financial Institutions. As a result, 20 enterprises were connected with selected institutions including 2 banks, 1 MFI, 1 NBF and 1 DFI providing export enhancement grants.
 - One enterprise has already secured commercial finance of MMK 150 million (approximately USD 75,000 at official exchange rates), while a further 4 are at an advanced stage in the application process.
 - 14 competitively selected MSMEs received capacity enhancement funds (CEF), which were used according to the approved plan under the supervision of PUNOs, and which allowed the selected grantees to improve their resilience and investability. The total funding received by the MSMEs (MMK 185 million, approximately \$100,000) was disbursed in 3 instalments, each stage being dependent upon meeting pre-agreed KPIs in the previous stage. The CEF was implemented as a pilot, to spur future projects to support women, but also to build the resilience of the selected businesses. The grants (average USD 7,350 per MSME and ranging from USD 3,500 –15,000) enabled the MSMEs to invest in equipment and facilities to increase production quantity, quality and efficiency; improvements to qualify for international and national certification (FDA, HACCP and GMP); digitization; and working capital. The MSMEs committed MMK 41 million of their own funding to complement the CEF.

Results: Gender

The joint programme is a gender transformative, scoring GEN 3, and promoted gender-smart approaches in post-COVID-19 and post-coup socio-economic resilience and recovery efforts in Myanmar. The joint programme did not only target women led MSMEs, but mainstreamed gender smart approaches among non-state stakeholders (accelerators, financial service providers, investors, donors) to address systemic causes, which prevent women's full and equal participation in the economy, as well as barriers faced by women entrepreneurs in all its activities. The joint programme successfully (under the given circumstances and limitations) delivered gender-sensitive analysis, technical assistance to ecosystem actors to mainstream gender into their assessments, products, and tools.

The programme results are provided in detail in sections *Results: Outcome and Results: Output*. The following further indicate the gender-transformative nature of the program and its contribution towards changing the attitudes of women entrepreneurs and business accelerators towards women's economic empowerment:

- After participating in the accelerator, women entrepreneurs expressed how the program helped them understand the importance of gender perspectives not only for themselves but also for all the girls and women in their community and workplace. They also expressed their

new determination to increase the number of women CEO and the number of women at C-suite level in Myanmar.

- Business accelerators held interesting conversations around addressing sexual harassment during the coaching process and actively asked for support to address some of the challenges encountered together. The accelerators also decided that they should work together to find a solution to ensure an inclusive startup ecosystem.
- Bank loan officers expressed that it was the first time they learned about gender bias in financing and how to address it, and requested further trainings and awareness raising amongst senior management.

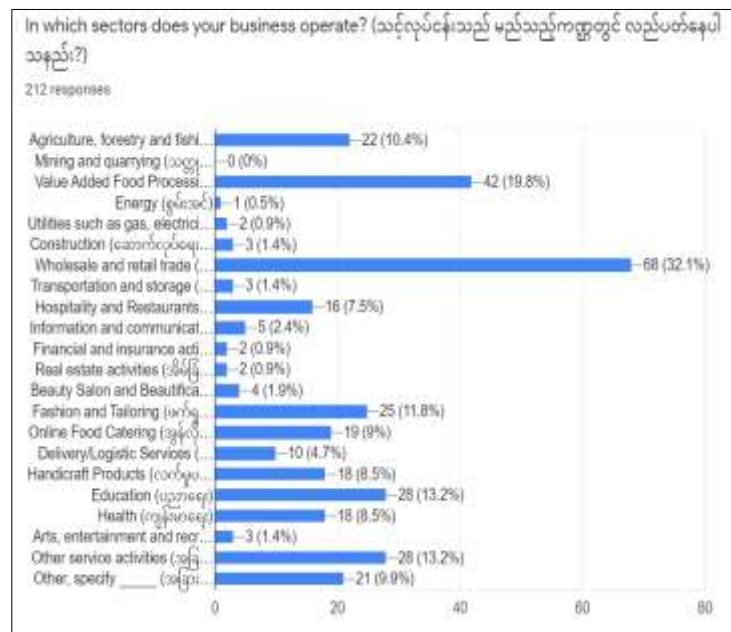
Results: Direct Beneficiaries

The programme reached three groups of direct beneficiaries: 50 women-led or gender-transformative enterprises, 6 business accelerator service providers, and 17 financial service providers.

The acceleration programme received 210 applications from women led MSMEs, who expressed their interest in participating in the 10 weeks accelerator programme. The selection process identified 90 longlisted applicants, and out of that number, 50 applicants were selected to participate in the programme in two cohorts.

The selected MSMEs can be segregated into several sub-groups. In term of size, 48 per cent of selected applicants are microenterprises, 44 per cent - small enterprises, and 8 per cent are medium size enterprises. In terms of geographic location, 46 per cent represents Yangon city, and other 54 per cent applicants operate in Myanmar's other *regions and states*.

Selected MSMEs business sector varies from food production (28 per cent), cosmetics (10 per cent), clothing (10 per cent), agriculture (8 percent), garment (8 per cent), restaurant (6 per cent), business solutions (6 per cent) etc.





The 6 **business accelerator service providers** developed their gender action plans and received coaching based on individual enterprises business requirements and readiness of pitch book preparation. They are each positioned in different points of providing business support.

Figure 1 Business accelerators gender smartness and business stage support

The project engaged with 17 **financial service providers**, disaggregated into 23 bank loan officers from 9 banks, MFIs, NBFIs, and investors. The bank loan officers were 75% from the Yangon are, and the rest dispersed across the country. Only 29 per cent of them had participated in previous gender awareness trainings before the program.

In addition, consultations were held with the Myanmar Private Equity and Venture Capital Association, an umbrella body that has now committed to promoting gender issues among the investment community.

Results: Indirect Beneficiaries

30 MSMEs that were part of the program’s impact analysis as a control group also attended some of the networking meetings and 6 expert sessions. In addition, expert sessions were broadcasted live through social media with free access to wider external audience

Do not harm

The main focus of the joint programme was to build capacity of 50 women-led MSMEs and to promote gender smart approaches among other private sector stakeholders in the country. The scope and means of interventions of the programme did not have any apparent evidence that would suggest to the exacerbation of any types of inequalities or interruption of the equilibrium of local socio-economic systems.

Human Rights Due diligence was performed in the selection of programme participants and particular care was given for context-sensitive communication.

In view of the difficult times, the PUNOs and implementing partners tried to limit creating unreasonable additional stress for programme participants, and provided flexible arrangements for participants (i.e. additional flexibility and support for conflict and/or crisis-affected participants, recording of sessions, etc.) as well as peer-exchanges on stress management and mental health.

Results: Challenges/Difficulties Encountered and Measures Taken

Following the military takeover in February 2021, the PUNOs undertook a review of the joint programme to align it with the UN Country Team's (UNCT) Engagement Principles to ensure that programme did not legitimize the de facto authorities, and that the benefits of the programme accrued primarily to vulnerable and impacted communities. Implementation was temporarily paused while the review took place. Based on the outcome of the review, the programme discontinued activities that required direct engagement with the de-facto authorities (Output 1) and refocused its approach instead towards engendering the business ecosystem and building the capacity of the women entrepreneurs directly. The programme review was submitted to the MPTF Secretariat in April 2021. The programme revision and approval procedures delayed programme implementation.

The deteriorating economic situation has led to many businesses, and service providers pausing their operations or shutting down entirely. In addition, security threats, disruptions in inputs and trade, cash-flow difficulties, and banking challenges all impact businesses' operations. For the program, this meant that target audiences – women entrepreneurs, but also business service providers – were partially struggling for survival which limited their ability to revisit longer term strategic business decisions. In response, the program provided very high flexibility to women entrepreneurs, providing trainings and mentorship on weekends, as well as online training and mentorship, constantly monitoring and adjusting program content, and individualizing support. Of the 6 business accelerators, at least half had halted their operations, which put in question their ability to effectively implement gender action plans. However, they used the temporary halt as an opportunity to strengthen their internal procedures and learnings.

Under Output 3 the joint programme has been working with selected financial institution partners to undertake gender smart financial product development for women enterprises and increase access to finance for women entrepreneurs. However, in the current environment, the investment climate has sharply deteriorated. It became extremely challenging to facilitate partnerships with investors to encourage them to perform mid- to long-term investment in women led enterprises. In order to properly address the above issues, in 2022 PUNOs decided to divert unused budget money (dedicated to organizing physical meetings/workshops and international and domestic travels) to establish a Capacity Enhancement Fund (CEF) with budget of USD 110,000. The selection criteria and fund amount for awardees were developed by PUNOs. The IHY was hired on costed extension of its existing contract to manage this activity. Out of 50 MSMEs, 14 MSMEs (2 medium, 5 small, and 7 micro enterprises) were selected and funded.

Results: Qualitative Assessment and Learning

During the programme implementation many important lessons learned and best practices were identified, through frequent needs assessments, but also internal end-of-programme assessments amongst service providers and PUNOs.

Numerous, frequent quick needs assessments were conducted to help the program remain relevant in the changing context. These needs assessments provided valuable information on the realities and needs of women-led enterprises and **filled existing evidence gaps**.

- This provided additional insights into non-financial support needs of women entrepreneurs. There were repeated requests from respondents for access to new markets and business matching and access to business mentors and advisors (integrated into the program).
- The acceleration program (output 2) was highly adapted to the needs and current situation of women entrepreneurs, prioritizing revisiting their business models to adapt and pivot to offer new products and services or enter new markets using existing resources and digital literacy, digital integration and ecommerce are provided for the enterprises to transform their business operations partially or fully into digital platforms. The relevance was further heightened by very localized implementation and agile partners (trainers, mentors, etc.).

As many businesses have been substantially impacted in their operations and earning due to COVID-19 and the military takeover, there is a severe need for **short term operational financing**.

- Instruments addressing this need will be key in helping women-led businesses to survive and the PUNOs have since initiated CEF as a small grants scheme to meet this need. This activity could be initiated earlier with larger budget, and future programs should integrate small grants where possible
Consultations with financial sector entities (microfinance institutions, local banks, investor associations, and development banks) identified real gaps in operational capacity and need to continue to keep abreast on their current situation and future operational plans.
- The program needs to better distinguish between targeting viable investments or developing actual resilience.

Business support and acceleration requires a **holistic approach beyond access to knowledge and business skills**, even more so in challenging situations such as pandemic, armed conflicts, political unrests.

- There was high demand for accelerator services by women entrepreneurs, with an oversubscription (210 applicants for 50 spaces). This indicates potential for future projects and collaboration.
- The program didn't reach the "missing middle" but skewed on small and micro-level participation. Future projects need to change outreach methods to reach the missing middle, but also provide separate support for micro and small enterprises.
- Individualized and in-person support provides much wider social benefits. The program integrated business handholding, addressed the issue of mental support and social cohesion through mentoring and network groups. Smaller cohorts and a longer time-period could have fostered even more benefits.

There is still much room to support local accelerators and other ecosystem players to better serve MSMEs, but also for **gender transformative capacity building** initiatives.

- Many entrepreneur support parties have an interest in becoming more gender transformative. However, they lack a good understanding of what this means and entails. Doing one-on-one needs assessments and having the accelerators do self-assessments as part of the trainings of trainers helped even the accelerators themselves to identify gaps in their ways of working and organizing themselves.

Results: Partnerships

This joint programme opened-up many potential opportunities to cooperation not only among PUNOs, but also with wide number of other partners – service providers, donor agencies, financial institutions etc.

- UNDP through competitive open bid, contracted Impact Hub Yangon to implement the acceleration program for 50 women led MSMEs.
- UN Women through competitive open bid selected its partner BoP Inc who carried out needs assessment and engaged with entrepreneur support partners. This has resulted in the creation of a platform for peer learning, and it is facilitating the lessons sharing between programmes.
- UNCDF in cooperation with BoP Inc conducted investor/supply side surveys to further help reengage partnerships with financial institutions and local partners. Synergies between the programme and other projects implemented by the PUNOs were explored.
- Relationships were established with capacity support networks, including a wide range of trainers and speakers, accounting firms, and digital experts and solution providers.
- The project has enabled a 3-way UN agency collaboration, providing valuable learnings that could lead to such future projects in support of the One UN
- Through the joint programme new avenues have been opened for collaboration with the gender subcommittee of the local investor community, Myanmar Private Equity & Venture capital Association.

Other Assessments

N/A

Programmatic Revisions

After the major programme review was completed in the first half of the year, no other revisions took place. The revised programme document was approved by the MPTF Secretariat.

As result of the revision the following adjustments were made to the programme:

- Output 1 to focus on engagement with non-state actors engaging non-state actors in Myanmar to promote programmatic and evidence-based approach in supporting women led businesses. This activity will be implemented through better coordination and advocacy mechanisms in cooperation with associations, service providers, and private sector;
- Output 2 will focus on enhancing the capacity of women-led enterprises through business acceleration, digital transformation, and innovation support; and
- Output 3 has a key focus on supporting women-led businesses through improved knowledge and technical capacity to have better access to finance.

Communications/Visibility

Given the difficult context, communications from UN agencies on project have been limited in Myanmar to avoid backlash or giving the impression of “business as usual”.

In addition to PUNOs' communication and outreach efforts, information about the accelerator programme is disseminated through an online presence (www.womenbusinessresilience.com, LinkedIn and [Facebook](#)), and also through women specific networks and business associations. The PUNOs also funded the preparation of visibility materials (T-shirt, masks, water bottles, and pens) with programme logo on them.

Furthermore, the PUNOs supported the women in producing short videos of their businesses, which serves a triple purpose: the entrepreneurs can use the videos to promote their business and products, women entrepreneurs receive more visibility in their communities, and the project's visibility is increased.