

# Global Initiative towards post-Covid-19 resurgence of the MSME sector

MSME surge project  
Addendum Phase 3 Project Proposal



Coordinating agency: UNCTAD

To be jointly implemented by: UNCTAD,  
UDESA, UNECA, UNECE, UNECLAC,  
UNESCAP, UNESCWA

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## 1. EXECUTIVE SUMMARY

<b>Project Title:</b>	<b>Global Initiative towards post-Covid-19 resurgence of the MSME sector</b>
<b>Start date: (Phase 3)</b>	1 March 2021
<b>End date: (Phase 3)</b>	31 December 2021
<b>Target countries:</b>	All member states with focus on specific countries in different geographical regions in accordance with the mandates of the implementing agencies
<b>DA Implementing entities:</b>	UNCTAD, UN DESA, UN ECA, UN ECE, UN ECLAC, UN ESCAP, UN ESCWA
<b>Other UN partners</b>	UN Resident Coordinators and Country Teams, UNIDO, UNITAR, UNDP

*The overall objective of the project* is to develop and implement capacity building tools for governments and MSMEs to facilitate resurgence and strengthen resilience of micro, small and medium enterprises (MSMEs) in developing countries and economies in transition to mitigate the economic and social impact of the global Covid-19 crisis and to facilitate the MSMEs contribution to the SDGs implementation.

The initiative brings together UNCTAD, UN DESA and the UN regional commissions for Africa (ECA), Europe (ECE), Latin America and the Caribbean (ECLAC), Asia and the Pacific (ESCAP), and the Arab region (ESCWA) with funding provided by the UN Development Account. Thereby, it ensures both global reach and regional presence, international cooperation, and exchange of knowledge and good practices from all over the world.

Phase 3 is structured in five clusters addressing most critical areas of the MSME recovery:

- 1- Mobilize entrepreneurial ecosystem and strengthen business skills
- 2- Simplify business registration and facilitate formalization
- 3- Improve access to finance/financial literacy
- 4- Increase access to technology and innovation
- 5- Enhance access to markets

The project proposes a *coherent approach* towards MSME resurgence reflecting a holistic and comprehensive nature of efforts needed to ensure and facilitate the MSMEs green, resilient and inclusive recovery. Activities are delivered through a coordinated approach and complimentary and impact synergy efforts of participating agencies covering key interrelated components of an enabling entrepreneurship ecosystem, such as promoting entrepreneurship policies and mobilizing entrepreneurship potential, enhancing MSMEs access to innovation and technology, finance and markets, including at a policy level and at MSMEs level, and reaching out to most affected target

groups, including women and informal workers. The project also includes a number of activities to facilitate green and sustainable recovery of the MSMEs.

UNCTAD provides overall coordination, leads clusters on MSMEs/entrepreneurship policies/skills facilitation, cross-border trade and e-registration, and contributes to clusters on access to finance, technology and markets. UN DESA addresses issues of formalization. UN ECA leads the cluster on access to innovation and technology and participates in the cluster on access to markets. UNECA is focusing its analysis on implications of COVID 19 on MSMEs' access to markets in Southern Africa, at national and regional level, and the potential role of technology and innovation, including in the context of the blue and green economy, in facilitating such access. UN ECE leads the cluster on access to markets and provides inputs on business skills on managing risks and uncertainties in crisis times, on rational use of natural resources, food waste management and circular economy UN ESCAP leads the cluster on access to finance, under which it also provides analytical studies, training materials and online trainings on different aspects of MSME financial access and inclusion. UN ESCWA expands on the information and data system delivered in Phase 1 and 2. UN ESCAP and UN ECLAC provide inputs on MSME market access facilitation through their integration into value chains. UN ECA, UN ECE, UN ECLAC, UN ESCAP and UN ESCWA develop reports on MSMEs needs assessment in COVID 19 environment in their regions to facilitate immediate positive impacts of their targeted interventions. Additionally, e-platforms and networks are being created: on the MSMEs policies - by UNCTAD, technology and innovation policy related platform by the ECA, and policy-making platform by ESCAP and ESCWA in their respective regions.

Considering continued travel restrictions and social distancing requirements, proposed activities aim to create and utilize online platforms and *online capacity building tools*, where possible - in several languages to facilitate access and outreach at global, regional and national levels. Dissemination and outreach will continue to be facilitated through cooperation among agencies involved in the project and their national/regional counterparts, and UN Resident Coordinators and Country Teams. The project will also continue to ensure a scaling up approach, where the tools and outputs of one agency will be utilized by another agency (for example, ECE training materials on rationale use of natural resources would be incorporated into the BDS portfolio of the Empretec centers of UNCTAD). UNCTAD network of Empretec centers in about 40 countries, within their national MSME networks provides an institutional support for dissemination and implementation of relevant outputs of other agencies.

## **2. PROJECT STRATEGY: OBJECTIVE, OUTCOMES, INDICATORS, OUTPUTS**

## Cluster 1 Entrepreneurship and business skills promotion

### *A. To improve national capacities on formulating and implementing enabling policies on green, resilient and inclusive entrepreneurship MSME promotion in post COVID- 19 resurgence*

**UNCTAD** will continue its work to leverage its Entrepreneurship Policy Framework (EPF) to incorporate policy responses related to the MSME post COVID -19 resurgence. In particular UNCTAD will :

1. Provide assistance for 3 selected countries in designing and implementing the national entrepreneurship policies based on the EPF, and its online platform being developed jointly with UNITAR during the phase 2.
2. Conduct impact assessment of the EPF implementation in at least 2 countries that implemented the EPF in the past.
3. Delivery of a series of webinars on the role of entrepreneurship policies and good practices towards facilitation of post COVID 19 resurgence of MSMEs, jointly with UNITAR based on UNITAR's online training platforms.
4. Organize three workshops at the regional level to discuss policy issues and recommendations to policy makers, and measures needed to improve skills and capacities for entrepreneurial activities and SME development in healthcare and related sectors. To organize the workshops conducting research and two scoping papers: on policy issues, aiming at technical assistance for policy makers; and on SMEs and entrepreneurial activities, aiming at capacity building for small business managers and entrepreneurs. The two papers will elaborate on what the current weaknesses are, what need to be improved, and what the proposed project can contribute through online technical assistance activities.

As part of this cluster, UNCTAD will develop training materials and deliver workshops for policy makers for its EPF pillars on Access to Finance (Cluster 3) and Access to Markets (Cluster 5). Prepare a “Guide on best practices in market access promotion” based on a series of webinars conducted during the Phase 3.

UNCTAD will also deliver a regional workshop to promote policy dialogue between key stakeholders on women's role in small-scale and informal CBT, and to discuss tailored recovery measures in the COVID-19 context. The project team intends to organize a hybrid workshop, where stakeholders from the countries involved are brought together in a physical workshop, with the support of national consultants (contractual services), while the project team is connected remotely from Geneva, no international travel is envisaged.

**ESCAP** will organize the third session of the Asia Pacific SME policy makers network, that was created in the Phase 2, to identify and discuss regional cooperation modalities to assist in MSMEs promotion and enhance their integration into global and regional value chains in the wake of the pandemic. The first meeting was on MSMEs and the Digital Economy: focusing on building skills and improving the environment for MSMEs to engage in digitalization is clearly COVID-related, as the digital economy has been a key factor allowing for business continuity during the pandemic. The second was on competition policy during the COVID crisis: since the recession is leading to market

concentration, competition policy has a role to play in improving the business environment for MSMEs. The topic for the next meeting of the Asia-Pacific MSME Policymakers Network will also be focused on MSMEs policies to facilitate resilience to the COVID-19 crisis. [The Network targets key MSME policymakers from government bodies in the region to discuss state and regional initiatives for creating an enabling environment for small businesses. The network currently includes 30 members, and ESCAP will continue to seek focal points from the remaining Asia-Pacific Member States.](#)

Under this Cluster, **ESCWA** will:

1. Develop the “Compendium of Renewable Energy Technologies”, online toolbox and training materials. ESCWA will provide a broad reach out in the Arab region through the ICC-ESCWA Centre of Entrepreneurship network.
2. Establishment of a series of community and policy roundtables in Jordan, Lebanon, Egypt, Sudan and Tunisia.
  - a. The community-policy roundtables in the five target countries will build the roadmap and implementation plan for each of the selected countries and formulating the national task forces required to execute supportive services to MSMEs. The Implementation Plan will consist of several critical sections that determine all aspects that would affect achieving the project’s outcomes. It will include -but not limited to-, resource management, cost structuring, risks and their response plan, stakeholders’ management, monitoring and control tools, and the key performance indicators available to ensure a successful implementation and social inclusion.
3. Design and implement entrepreneurship policies and strategies in Lebanon, Algeria, and Jordan as pilot countries to use their case study for a regional scale afterward. A regional assessment of the entrepreneurship policies and strategies over three years will be conducted.

### ***B. Entrepreneurship and business skills facilitation***

**UNCTAD** will continue to deliver activities on capacity building of entrepreneurship skills to MSMEs with support of its established network of Empretec centres in more than 40 developing countries and economies in transition. A very high proportion of MSMEs have experienced heavy losses in their revenues, and many are out of operation due to isolation measures. According to UNCTAD analysis of the World Bank data in selected countries, on average 13% of small-size firms were temporarily closed due to COVID-19 pandemic, almost 75% of SMEs experienced a decrease in demand for their products and services, over two-thirds of SMEs experienced decrease in supply of their inputs. In this context more concerted efforts are needed to build entrepreneurship skills in the MSME sector to help entrepreneurs

to enhance their resilience, better understanding how they can adapt and adjust to new market demands and opportunities.

1. In this regard the Empretec programme will be further mobilized to continue assisting the Empretec centers in developing skills mostly needed in post COVID 19 period such as opportunity seeking, resilience and self-confidence to facilitate the post COVID 19 resurgence. The outreach of the programme will be increased with the support of the online products developed in the Phase 2 and national capacities of the existing Empretec centers. Based on updated Empretec materials and TOTs conducted in the Phase 2, UNCTAD will roll out pilot workshops on Farming as a Business and Empretec for Low Literacy People for entrepreneurs in English, French and Spanish. These workshops will be organized by selected national Empretec centers with remote supervision and coaching by the UNCTAD team. Specific activities include:
2. Development of further modules for the online Empretec Training Workshop (ETW) based on development of innovative tools, such as gamification and other interactive techniques which are key for a behaviour based Empretec methodology. It is envisaged that during Phase 3 the work on providing an online version of the ETW will be completed and pilot tested. Online Empretec tools will be made available to all Empretec centers, including in English, French and Spanish. Further on, a set of videos explaining Personal Entrepreneurship Competencies (PECs) developed in the Phase 2, will be replicated by Empretec centers in national languages and delivered by national trainers preceded by a TOT for the Empretec trainers on the use of these PEC videos.
3. Based on national Empretec webinars and identification/selection of success stories of participants of the Empretec programme in the Phase 2, organization of at least 6 national and/or regional webinars and at least one global event on the role of Empretec on enhancing entrepreneurship promotion in post COVID 19 resurgence.
4. Organizing at least 15 standard ETWs (in total) in at least 7 selected countries. In this regard UNCTAD will closely cooperate with national Empretec centers and other national counterparts, and with the Regional Commissions to mitigate the risks on continued travel restrictions. UNCTAD will be involved in the delivering the workshops remotely while the workshops will be organized by national Empretec centers in presence and conducted by their Empretec certified national trainers.

Organize and coordinate delivery of at least 3 workshops for people with low literacy based on the training materials and the TOTs delivered in the Phase 2.

5. Preparing and finalization of 2 publications on the Empretec programme and its success stories including in the COVID 19 environment, including addressing its role for women empowerment in post COVID 19 resurgence.
6. Based on the training materials and TOTs delivered in the Phase 2 of the project, organize and

coordinate delivery of a training programme for local suppliers to facilitate their integration in GVC, including the customization/adaptation of UNCTAD's Farming-as-a-Business training material

7. Development and delivery of at least 5 ad-hoc online courses on topics relevant to the new tools/revised modules in the modernized version of Empretec (i.e design thinking, canvas model) and joint course with the ECE on circular economy and sustainable management)
8. Conducting of at least 4 further online TOTs for the Empretec trainers on the Empretec updated methodology (E6DM), following the TOTs delivered in the Phase 2
9. Development of capacity assessment report on cross-border trade and entrepreneurship skills, and the impacts of COVID-19 on expected training outcomes.
10. Development of new training material for women informal and small-scale cross-border traders tailored to selected countries and translated in local languages.
11. Delivery of 4 training workshops for women in small-scale and informal CBT in new target countries in collaboration with UNCTAD Empretec centers.

UNCTAD will also continue to expand the capacity-building activities for women on informal cross-border trade and entrepreneurship. While Phase 2 aimed to replicate activities of a project already implemented by UNCTAD on women and cross-border trade in a selected group of countries (Malawi, Tanzania and Zambia), Phase 3 is expected to further expand and focus on additional borders with a strong presence of informal trade in new countries.

Under this component, UNCTAD will enhance the capacities of:

- women in informal and small-scale cross-border traders on trade rules and procedures, and on entrepreneurship in additional countries and in Zambia.
- policymakers in the target countries to identify gender-specific obstacles faced by women cross-border traders and to put in place recovery measures that address the effects of the COVID-19 global crisis.

Phase 3 project outputs under this component will include:

- 1) Development of follow-up capacity assessment report in the COVID-19 context. The aim of the report will be to i) assess if the capacity acquired through previous training workshops<sup>1</sup> was used in positive and constructive ways; ii) assess the impacts of the COVID-19 global crisis on

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<sup>1</sup> Training workshops delivered during the DA Project 1617J on "Informal cross-border trade for empowerment of women, economic development and regional integration in Eastern and Southern Africa" as well as during Phase II of MSMEs surge project.



training outcomes/ overall capacity of training uptake; iii) raise awareness among policymakers about possible mitigation and recovery measures in the COVID-19 context.

- 2) Development of new training material tailored to the selected target countries and translated in local languages.
- 3) Delivery of 4 training workshops for women in informal and small-scale cross-border trade in new target countries in collaboration with UNCTAD Empretec centers. Based on UNCTAD's standard training programme on trade rules and procedures and entrepreneurship, the 6-day in person training workshop under this intervention has been adapted to integrate the following elements: i) discussion between women small-scale/informal traders and border officers on the new requirements in place to cross borders as a result of COVID/19 restrictions, including the new health-related requirements; ii) training sessions dedicated to the specific impacts that women traders have suffered because of COVID and discussion about possible solutions. UNCTAD will also carry out a capacity assessment to determine the impacts of the training outcomes/overall capacity of training uptake. The information collected through the training sessions and the capacity assessment will ultimately contribute to raise awareness among policymakers about possible mitigation and recovery measures in the COVID-19 and post COVID- 19 context.
- 4) Regional workshop to discuss the findings of the follow-up capacity assessment report and lessons learned through the border trainings to promote policy dialogue between key stakeholders, with the overall objective to raise awareness about the constraints of women cross-border traders and promote tailored recovery measures in the COVID-19 context.

**UNECE** will organize two regional workshops on exchange of experience in implementing Guidelines and best practices for MSMEs on exchange of experience in implementing Guidelines and best practices for MSMEs in delivering energy efficient products and in providing renewable energy equipment; as well as Guidelines and best practices for MSMEs to assure resiliency and progress towards a circular economy in sustainable resource management and critical raw material supply chain solutions.

- UNECE will also develop customized Guidelines and best practices for MSMEs in: 1) delivering energy efficient products and in providing renewable energy equipment; and 2) on resilience and progress towards a circular economy in sustainable resource management and critical raw material supply chain solutions in additional selected countries in the region and deliver online training course based on these customized Guidelines and best practices. **All materials are going to be rolled out before the end of the project in December 2021. For 1.21 and 1.22 customization has already been done in Phase 2 in Tajikistan, Ukraine and Georgia, North Macedonia. Additional 4 countries for each activity will get the Customized Guidelines and Best Practices in 2021. Output 1.23 is an update of the two regional Guidelines and Best Practices reports.**

Additionally, based on the experience of previous countries, UNECE will update the guidelines and best practices for MSMEs on the above-mentioned topics, which have been developed in the early stages of COVID-19 crisis (June-August 2020).

UNECE will also deliver two sets of webinars and guiding documents: (i) to support MSMEs in the 17 UN programme countries of the UNECE region to engage more effectively in international trade to contribute to a post COVID-19 recovery; and (ii) on trade facilitation, market access, innovation, public private partnerships empowering MSMEs in SPECA countries to harness the opportunities from transition to sustainable trade and a circular economy.

In support of the women cross border trade component **ESCWA** will deliver:

- Evaluation of the impact of the training modules on Arab Women Entrepreneurs.
- Uploading women success stories on the MSME Toolbox, Women Empowerment Division.
- Development of the Women Empowerment Strategies Toolbox including evaluation of the impact of the training modules (workshops for cross-border women entrepreneurs) on Arab Women Entrepreneurs.

## **Cluster 2: Business Registration and formalization**

Under this component **UNCTAD** will expand activities of the Phase 2 conducted in El Salvador, to three new countries with a view to implement an online communication system between the MSME administration (CONAMYPE) and small businesses. As a result of these activities, participating MSMEs will be able to:

- Keep their personal data and administrative documents safely online
- Comply with legal obligations linked to formalization (registration with mandatory registers)
- Apply for credit, insurance and technical assistance
- Report on their need for assistance from the government in the context of the Covid 19 (subsidies)

Installation activities will include:

- Presentation to stakeholders (government entities, small business organizations)
- Configuration of the online platform to local needs (accounting standards, data models)
- Test of the system with a pilot group of entrepreneurs
- Training of government counterpart in administering the platform
- Hotline support

**ESCWA** will support this by through National capacity development programmes to inform and build awareness of UNCTAD's e-registration platform for MSMEs in other countries in the region, such as Lebanon, Jordan and Algeria.

**DESA** will conduct training workshops based on policy guidelines for MSME formalization from the reports produced in Phase 2. Two training workshops will be organized for policymakers,

representatives of MSME associations and other key stakeholders at national and local levels on the application of the guidelines for building coherent and simplified MSME formalization mechanisms in the Gambia and Kenya.

One regional workshop would be organized to facilitate dialogue among policymakers on building simplified MSME formalization mechanisms. Good practices and experience on simplified MSME registration, including those recorded in ILO and UNCITRAL guidelines related to MSME formalization, would be shared at the regional workshop. Partnership with ECA would be pursued to organize the workshop and facilitate knowledge exchange on simplified MSME formalization good practices. UNCTAD experience in e-registration platforms will also be shared.

Additionally, a one stop service for simplified MSME registration will be built. Considering the challenge of institutional fragmentation related to MSME formalization, consultants would be hired to prepare policy guidelines and provide government authorities in the Gambia and Kenya with recommendations on establishing simplified MSME registration initiatives.

### **Cluster 3: Access to finance/Financial literacy**

**UNCTAD** will facilitate dissemination of the online training materials for practitioners that were developed during Phase 2. UNCTAD will continue delivering training courses on accounting for MSMEs based on its Guidance on accounting for SMEs (SMEGA) and webinars on application of its Guidance on core indicators on the SDG reporting by companies (GCI) for trainers and MSME practitioners. For these purposes, UNCTAD will develop case studies on sustainability reporting for MSMEs to be used as an illustrative material for capacity building in different regions in English, Spanish, and French. Training courses will be delivered with support of national/regional professional and training institutions, and Empretec centers.

UNCTAD will also adapt and incorporate its training manuals on accounting for MSMEs into its e-registration platform to help MSMEs to provide key financial records and statement required for the registration: and as a stand-alone portal to learn basic accounting and reporting skills.

UNCTAD will also develop and deliver a 2-day training course for policy makers and other stakeholders on the Access to Finance pillar of its Entrepreneurship Policy Framework (EPF). The course will be delivered in 3 countries in different regions, including Africa, Asia and Latin America.

**ESCAP** will deliver at least two national and one regional workshops using virtual training materials developed in phase II including demand-driven and reiterative elaboration and adjustments of training materials and tools.

#### **Cluster 4: Access to technology and innovation**

**UNCTAD** will organize an online training course for MSME entrepreneurs on access to technology and digitalization and deliver at least 3 pilot workshops to the Empretec centers for their further scaling up.

**ECA** will deliver the following products:

- 9 country level reports assessing the impacts of Covid19 on Southern African member states with a focus on role of technology and innovation in the context of the AfCFTA
- A regional seminar on the impact of Covid-19 on MSMEs in Southern Africa and response strategies including role of AfCFTA, intended to lay a roadmap for technical assistance at a regional level
- An online training course on harnessing green technologies to enhance MSME competitiveness in Southern Africa (in collaboration with ECA -IDEP and UNEP)
- A publication joint with the UNOSSC on building linkages between SMEs in Africa and Southern-led MNCs with a focus on technology transfer
- A one-day virtual seminar on strengthening linkages between African SMEs and Southern-led MNCs where the publication under OP4.3 will be presented
- A study assessing the role of incubators in Africa and the Global South and lessons learned
- A seminar looking at the role of Incubators in Africa: lessons learnt and way forward

#### **Cluster 5: Access to markets**

**UNECE** will scale up delivery of the online training workshops on:

- dematerialization of documents for SMEs and Integrated Services for micro, small and medium sized enterprises (MSMEs) in international trade; and on
- agricultural quality and food loss

The training workshops will be organized in collaboration with UNCTAD and in particular with the Empretec Centers.

UNECE will also develop Online tools for gearing NTMs towards supporting SMEs recovery, including: (1) an online training course on gearing NTMs to support SMEs recovery from the COVID-19 induced crisis and long-term development; and (ii) online database of Georgia's NTM legislation ,

classified using UN Multi-Agency Support Team (UN/MAST) methodology, on the Government's national website and on UNCTAD's NTM online database (<https://unctad.org/topic/trade-analysis/non-tariff-measures/NTMs-data>).

**ESCWA** will contribute to mapping the Arab region start-up ecosystem. Supporting National incubators and public enablers to mentor and coach local startups to scale regionally.

**ECLAC and UNCTAD** will disseminate the results of the ECLAC analysis about digitalization process of MSME with especial attention to the impact of digital platforms in economic competition and the role of Competition Policy at regional level to other regions. ECLAC will be in charge of activities in Latin America and Caribbean and UNCTAD will implement of the methodology in other regions.

Activities will include studies and regional webinars to sensitize policymakers worldwide.

Through studies and regional workshops (including the delivery of virtual training, if appropriate) ECLAC and UNCTAD will also scale up:

- the role of competition policy and laws on digital innovation and access to markets in close collaboration with RECs.
- the role of competition policy and laws to facilitate market entry of developing countries' local suppliers (SMEs) to better integrate in regional and global value chains
- the role of competition policy and laws and digital innovation (particularly focus in Africa and Latin America) to bridge the digital gap between rural and connected areas - through entrepreneurial innovations and competition policy measures being implemented at the local level.

UNCTAD and ECLAC will also develop :

- Training workshop on market access facilitation policies based on the Market Access pillar of its Entrepreneurship Policy Framework, including country reports developed during phase II:
  - o Organize two webinars for policy makers on international best practice policies for promoting market access. The webinars will focus on developing countries (Africa, Asia and Latin America), and developed countries (EU, UK, Canada, USA). The target audience will be government officials, academics, chambers of commerce representatives, and trade union representatives.
- A best practice guide for policy makers on facilitation market access for MSMEs.

**ECLAC** will develop capacity building of authorities in charge of MSMEs and competition policy programs and micro, small and medium enterprises, on issues of the internationalization of MSMEs, promotion of MSME export capacities, the adoption of digital technologies (e-commerce), and aspects of competition policies that are relevant to these issues:

- Three workshops will be organized for each macro region: Mexico and Central America plus Dominican Republic and Cuba, the English Caribbean region, and countries from the Andean Region and Mercosur. Details of the contents will be defined based on the interests of regional actors,

- Complementary research to refine some issues, including, the advances of such topics under analysis. Aspects related to digitization for the English Caribbean countries may be necessary to carry out.

## 2.1. Outputs for Phase 3

Phase 3 of the project is a continuation of Phase 2. Interventions will focus on scaling up the implementation of the online outputs developed in the Phases 1 and 2, progressing to delivery of some activities in the field, and launch of new activities in selected countries based on demand and results in the previous phases *with a specific objective to improve policies and enhance practices towards the MSME resurgence in post COVID 19 environment..* As there are new outputs in the Phase 3, to avoid confusion with the codes of the Outputs of the Phase 2, all Outputs of the Phase 3 are coded as OP (III).

<i>Outcomes</i>	<i>Outputs</i>	<i>Implementing entity</i>
<b>Cluster 1. Entrepreneurship and business skills promotion</b>		
<p><i>OC 1 A: Improved national capacities on formulating and implementing enabling policies on green, resilient and inclusive entrepreneurship MSME promotion in post COVID- 19 resurgence</i></p>	<p>OP (III) 1.1. Assistance for 3 selected countries in designing and implementing the national entrepreneurship policies based on the EPF, conduct impact assessment in at least 2 countries that implemented the EPF in the past .</p>	<p>UNCTAD</p>
	<p>OP (III) 1.2. Continue conducting a series of webinars on the role of entrepreneurship policies and good practices towards facilitation of post COVID 19 resurgence of MSMEs, including jointly with UNITAR based on UNITAR’s online training platforms; conducting research and conducting 3 regional webinars on entrepreneurship promotion and SME development in the health care system.</p>	<p>UNCTAD</p>
	<p>OP(III) 1.3<sup>2</sup>. Regional workshop to promote policy dialogue between key stakeholders on women’s role in small-scale and informal CBT, and to discuss tailored recovery measures in the COVID-19 context.</p>	<p>UNCTAD</p>

<sup>2</sup> All regional workshops for the Phase 3 will be either online or a hybrid format, depending on the COVID 19 travel and social restrictions. In the hybrid format

OP (III) 1.4. Strengthening of the regional network of SME targeting policymakers from government bodies in the region to discuss state and regional initiatives for creating an enabling environment for small businesses in their post COVID 19 resurgence. The network currently includes 30 members with more members envisaged to join the network.	ESCAP
OP (III) 1.5. Development of the “Compendium of Renewable Energy Technologies”, online toolbox and training materials towards post COVID 19 green recovery of the MSMEs.	ESCWA
OP (III) 1.6. Establishment of a series of community and SME policy roundtables in Jordan, Lebanon, Egypt, Sudan and Tunisia.	ESCWA
OP (III) 1.7. Designing and implementing entrepreneurship policies and strategies in Lebanon, Algeria, and Jordan in post COVID 19 environment based on three pilot case studies in these countries and regional assessment.	ESCWA
OP (III) 1.8. Organization of the online Empretec full workshop, training of trainers on new delivery methods, to promote entrepreneurship and MSME resurgence during travel and social restrictions of the COVID 19.	UNCTAD
OP (III) 1.9. Organization of at least 6 national and/or regional webinars and at least one global event on the role of Empretec on enhancing entrepreneurship promotion in post COVID 19 resurgence.	UNCTAD
OP (III)1.10. Organizing at least 15 standard ETWs (in total) in at least 7 selected countries to facilitate survival and resilience of MSMEs in COVID 19 environment.	UNCTAD

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where national stakeholders from the countries involved could be brought together in a physical workshop, with the support of national consultants, while the project team is connected remotely from Geneva, no international travel is envisaged and budgeted.



OP (III)1.11. Organize and coordinate delivery of at least 3 workshops for people with low literacy based on the training materials and the TOTs delivered in the Phase 2.	UNCTAD
OP (III) 1.12. Preparing and finalization of 2 publications on the Empretec programme and its success stories including in the COVID 19 environment, and including addressing its role for women empowerment in post COVID 19 resurgence.	UNCTAD
OP (III)1.13. Development and delivery of a training programme for local suppliers to facilitate their integration in GVC, including the customization/adaptation of UNCTAD’s Farming-as-a-Business training material.	UNCTAD
OP (III)1.14. Development and delivery of at least 5 ad-hoc online courses on topics relevant to the new tools/revised modules in the modernized version of Empretec ( i.e design thinking, canvas model) and joint course with the ECE on circular economy and sustainable management).	UNCTAD
OP (III) 1.15. Conducting of at least 4 further online TOTs for the Empretec trainers on the Empretec updated methodology (E6DM), following the TOTs delivered in the Phase 2.	UNCTAD
OP (III) 1.16. Development of capacity assessment report on cross-border trade and entrepreneurship skills, and the impacts of COVID-19 on expected training outcomes.	UNCTAD
OP (III) 1.17. Development of new training material for women informal and small-scale cross-border traders tailored to selected countries and translated in local languages.	UNCTAD

<p>OP (III) 1.18. Delivery of 4 training workshops for women in small-scale and informal CBT in new target countries in collaboration with UNCTAD Empretec centers, integrating specific elements on small-scale entities trade practices and policies considering COVID 19 related restrictions.</p>	<p>UNCTAD</p>
<p>OP (III) 1.19. Organization of 2 (two) Regional Workshops (in one or two of the beneficiary countries) on exchange of experience in implementing Guidelines and best practices for MSMEs in delivering energy efficient products and in providing renewable energy equipment and Guidelines and best practices for MSMEs to assure resiliency and progress towards a circular economy in sustainable resource management and critical raw material supply chain solutions.</p>	<p>UNECE</p>
<p>OP (III) 1.20. Development of customized Guidelines and best practices for MSMEs in delivering energy efficient products and in providing renewable energy equipment in additional selected countries in the region and delivery of online training course based on customized Guidelines and best practices.</p>	<p>UNECE</p>
<p>OP (III) 1.21<sup>3</sup>. Development of customized Guidelines and best practices for MSMEs on resilience and progress towards a circular economy in sustainable resource management and critical raw material supply chain solutions in additional selected countries in the region and delivery of an online training courses based on customized Guidelines and best practices.</p>	<p>UNECE</p>

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<sup>3</sup> Outputs 1.21-1.23 will be developed and rolled out before December 2021.

	OP (III) 1.22. Updated Guidelines and best practices for MSMEs in delivering energy efficient products and in providing renewable energy equipment in additional selected countries in the region.	UNECE
	OP (III) 1.23. Updated Guidelines and best practices for MSMEs on resilience and progress towards a circular economy in sustainable resource management and critical raw material supply chain solutions in additional selected countries in the region.	UNECE
	OP (III) 1.24. Webinars and guiding documents to support MSMEs in the 17 UN programme countries of the UNECE region to engage more effectively in international trade to contribute to a post COVID-19 recovery.	UNECE
	OP (III) 1.25. Webinars and guiding documents on trade facilitation, market access, innovation, public private partnerships empowering MSMEs in SPECA countries to harness the opportunities from sustainable trade and a circular economy transition.	UNECE
	OP (III) 1.26. Development of the Women Empowerment Strategies Toolbox. Evaluation of the impact of the training modules (workshops for cross-border women entrepreneurs ) on Arab Women Entrepreneurs. Uploading women success stories on the MSME Toolbox.	ESCWA
<b>Cluster 2: Business Registration and formalization</b>		
<b><i>OC2: Facilitated MSME registration and formalization</i></b>	OP (III) 2.1. Installation of re-registration portals in three countries	UNCTAD

	OP (III) 2.2. National capacity development programmes to inform and build awareness of the e-registration platform for MSMEs in Lebanon, Jordan and Algeria.	ESCWA
	OP (III) 2.3. Implementation of the policy guidelines for MSME formalization in selected countries.	UNDESA
<b>Cluster 3: Access to finance/Financial literacy</b>		
<i><b>OC3: Improved MSME access to finance</b></i>	OP (III) 3.1. Development of case studies on accounting and reporting for MSMEs, including on environmental and social issues.	UNCTAD
	OP (III) 3.2. Online training course (2-day workshops, in 3 countries) for policy makers on Access to Finance pillar of the EPF.	UNCTAD
	OP (III) 3.3. Delivery of at least 3 pilot workshops on accounting and reporting for the MSME practitioners.	UNCTAD
	OP (III) 3.4. Development of an online platform on accounting for MSMEs as part of UNCTAD e-registration platform.	UNCTAD
	OP (III) 3.5. Organisation of at least two national and one regional workshops using virtual training materials developed in phase II, and at least 3 national workshops in Lebanon, Jordan, and Algeria.	ESCAP / ESCWA
<b>Cluster 4: Access to technology and innovation</b>		
<i><b>OC4: Increased MSMEs access to Innovation and technology</b></i>	OP (III) 4.1 (continued from Phase 2): 9 country level reports assessing the impacts of Covid19 on Southern African member states with a focus on role of technology and innovation in the context of the AfCFTA.	UNECA

	OP (III) 4.2. A regional seminar on the impact of Covid-19 on MSMEs in Southern Africa.	UNECA
	OP (III) 4.3. Delivery of an online course on access to IT/digital skills as additional component of the Empretec programme.	UNCTAD
	OP (III) 4.4. An online training course on harnessing green technologies to enhance MSME competitiveness in Southern Africa (in collaboration with ECA -IDEP and UNEP).	UNECA
	OP (III) 4.5. A publication joint with the UNOSSC on building linkages between SMEs in Africa and Southern -led MNCs with a focus on technology transfer.	UNECA
	OP (III) 4.6. A one day virtual seminar on strengthening linkages between African SMEs and Southern -led MNCs where the publication under OP4.3 will be presented.	UNECA
	OP (III) 4.7. A study assessing the role of incubators in Africa and the Global South and lessons learned.	UNECA
	OP (III) 4.8. A seminar looking at the role of Incubators in Africa: lessons learnt and way forward.	UNECA
<b>Cluster 5: Access to markets</b>		
<b><i>OC5: Enhanced MSMEs access to markets</i></b>	OP (III)5.1 Online training course on dematerialization of documents for SMEs and Integrated Services for micro, small and medium sized enterprises (MSMEs) in international trade.	UNECE
	OP(III) 5.2. Delivery of workshops on agricultural quality and food loss with a special focus best practices for supporting SMEs recovery and resetting more inclusive supply chains, at least 80 participants.	UNECE

	<p>OP(III) 5.3. Mapping of the Arab region ecosystem. Supporting National incubators and public enablers to mentor and coach local startups to scale regionally.</p>	ESCWA
	<p>OP (III) 5.4. Online training course on gearing NTMs towards supporting SMEs recovery from the COVID-19 induced crisis and long-term development.</p>	UNECE
	<p>OP (III)5.5. Training workshops for policy makers on market access facilitation policies based on country reports prepared in the phase 2. Organize (2) two webinars for policy makers on international best practice policies for promoting market access. The webinars will focus 1) on developing countries (Africa, Asia and Latin America), and 2) developed countries (EU, UK, Canada, USA). The target audience will be government officials, academics, chamber of commerce representatives, and trade union representatives.</p> <p>OP (III)5.6. Prepare workshop reports that will be consolidated into a “best practice” guide for policymakers. Prepare one written study: “Guide to best practices in market access promotion”. Disseminate paper-version to policymakers, and upload digital version.</p>	<p>UNCTAD/ECLAC</p> <p>UNCTAD</p>
	<p>OP (III) 5.7. Dissemination of the ECLAC digitalisation project of SMEs and the role of Competition Policy at regional level to other regions. Activities relate to studies and regional webinars to sensitize policymakers worldwide.</p>	UNCTAD / ECLAC

	OP (III)5.8. Scaling up, through studies and regional workshops including the delivery of the training (virtual as appropriate) workshops on the role of competition policy and laws on digital innovation and access to markets in close collaboration with RECs.	UNCTAD / ECLAC
	OP (III)5.9. Studies and regional workshops on the role of competition policy and laws to facilitate market entry of developing countries' local suppliers (SMEs).	UNCTAD / ECLAC
	OP (III) 5.10. Scaling up, through studies and regional workshops including the delivery of the training (virtual as appropriate) workshops on the role of competition policy and laws and digital innovation (particularly focus in Africa) to bridge the digital gap between rural and connected areas - through entrepreneurial innovations and competition policy measures being implemented at the local level.	UNCTAD
	OP (III) 5.11. Training programme for policy makers to promote MSME' export capacity and competitiveness based on the analysis of the policies and measures implemented by the Latin American governments to incorporate lessons learned towards facilitation of post COVID 19 resurgence of the MSMEs.	ECLAC
	OP (III) 5.12. Training programme with MSME' associations or governments of Latin America and the Caribbean to foster a regional digital market	ECLAC