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# The Economic Development Agency

Annual Report  
2024

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## People Performance Value (PPV)

Our Services:

- [Development Programmes Implementation](#)
- [Project and Programme Management](#)
- [Business and Institutional Consulting](#)
- [Analytical Research](#)
- [Business and Organizational Analytics](#)

# Introduction

## Director's Reflections on the Year

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2024 marked the third year of the full-scale war. Based in Lviv, we are acutely aware of our responsibility to be efficient and impactful while operating far from the front lines and under the protection of Ukraine's Defence Forces.

The past year was one of **institutional maturity for PPV** – we continued developing and implementing our system for tracking project results and impact, expanded our team, and enhanced the expertise of PPV team members. We remained committed to supporting the systemic development and long-term growth of the businesses we advise (PPV has been continuously working with 16 companies), implementing the policies and strategies we help shape, scaling policy tools and formats (models, methodologies, concepts), and fostering the growth of institutions, networks, communities, partnerships, and coalitions we have helped initiate.

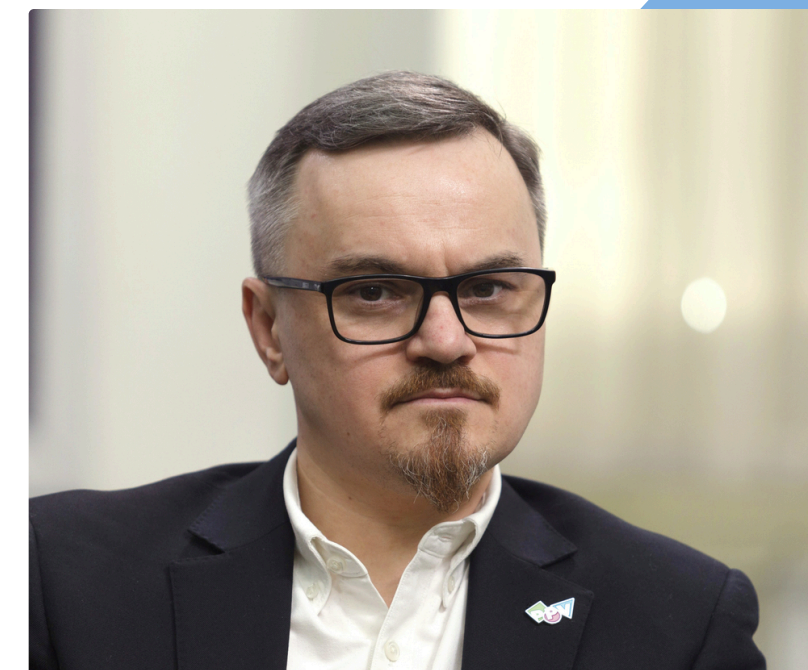
For the first time, we actively implemented major direct-contracting projects with the European Commission.

**The RES-POL project (Rapid Expert Support for Culture and Media Policies in Ukraine) became our largest project in 2024**, involving over 50

external experts. RES-POL was the first comprehensive project supporting the capacity of the Ministry of Culture and Strategic Communications in developing policies in the fields of art, cultural heritage, creative industries, and media. **The project contributed to the development of Ukraine's Culture Development Strategy until 2030, approved by the Cabinet of Ministers of Ukraine in March 2025.** Building on our experience with the Clean Baltic Source project, implemented in 2023-2024 with the support of the Swedish Institute, we prepared and received approval for a large-scale (€1 million) project under the LIFE programme to strengthen Ukraine's water supply and wastewater sectors. In 2024, we also signed a new edition of the ReHERIT project (Common Responsibility for Shared Heritage).

In total, we implemented **44 projects in 2024 and continued working with 16 businesses** we've supported over the years through various consulting engagements. This year, PPV has launched a grant support service for businesses and business support organizations.

The PPV team continues contributing to Ukraine's economic development, and we invite you to explore the story we created in 2024.



*Ukraine urgently needs mature businesses, reformed public systems, and new institutions at every level – from local communities to the national level. Often invisible, PPV's work is vital to Ukraine's economic development. Last year, we constantly reminded ourselves to ask: are we doing enough for our future? War intensifies our sense of responsibility – and I am grateful to the entire PPV team, our clients, and partners for embracing this shared responsibility.*

**Volodymyr Vorobey**  
Director

# About Us

## The Economic Development Agency

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Founded in Lviv in **2008**.

The PPV, the Economic Development Agency works at the intersection of economic development, creativity, sustainability, and innovation. We help businesses, institutions, and communities grow stronger and more resilient.

PPV is the [official Business Information Support Centre in Lviv](#) and an associate member of the **European Creative Business Network**.

In total, in 2024, our team implemented grant and commercial projects worth **UAH 20 460 000** and paid **UAH 2 578 500** in taxes and fees.

FINANCE

CREATIVITY

INNOVATION

SUSTAINABILITY

CROSS-SECTOR COLLABORATION

LOCAL ECONOMIC  
DEVELOPMENT

INSTITUTIONAL  
DEVELOPMENT

SME  
DEVELOPMENT  
AND BUSINESS  
MATURITY



# Strategic Areas PPV

## SME Development and Business Maturity

**Supporting the development of small and medium-sized enterprises has been a core priority for PPV since our founding in 2008.**

Year after year, our team invests significant effort to help Ukrainian businesses grow. We assist in developing and adapting business strategies, building management systems, supporting the preparation of project and investment proposals, facilitating innovation, encouraging smart scaling, and conducting analytical research.

These services have proven especially vital in times of war and growing uncertainty. **Through them, we contribute to economic development by helping businesses become resilient, sustainable, and mature.**

In 2024, we supported the same number of businesses as in the previous year but provided more consulting, training, and mentoring. This year, a growing number of companies requested strategic sessions and implementation support. We developed and launched a new [grant advisory service](#) and supported three companies in preparing their project applications. In 2024, the PPV team has also piloted a new service for managerial accounting support, which we plan to actively promote **on the market in 2025.**

**234**

businesses supported (in western regions, Kyiv, Odesa, Poltava)

**44**

business support and development projects

**4**

strategic sessions

**192**

consultations

**30**

training sessions

### New Economy of Ivano-Frankivsk: Supporting Emerging Innovative Economic Activity Clusters in Ivano-Frankivsk

In 2024, within the project [New Economy of Ivano-Frankivsk](#), we conducted a study of the city's innovation ecosystem, organized seminars on innovation management, and developed recommendations for building a robust innovation platform. Together with our partners, we held the 2024 [European Research and Innovation Days in Ivano-Frankivsk](#), which became a space for discussing innovation projects in the fields of product design, sustainable construction, and applied science.

The project's findings were [integrated](#) into the [development strategy of the Ivano-Frankivsk Territorial Community](#), to which PPV experts has also contributed in 2024.



### Analytical Study of the Business Environment in Mykolaiv

PPV experts conducted a comprehensive analysis of the micro, small, medium, and large business sectors in Mykolaiv Oblast, identifying key challenges and [providing recommendations](#) to local authorities and business support organizations. The study covered 500 respondents – representatives from businesses of various sizes and industries, including services, trade, food production, agriculture, and more.

# Strategic Areas PPV

## Local Economic Development

We support territorial communities in strengthening and developing local businesses, fostering innovation, and implementing development projects. In 2024, our experts designed economic development models, delivered trainings, seminars, and information sessions, created an online course, and prepared six analytical reports.

### U-LEAD Training Course: “Business-Friendly Community – From Challenge to Project Idea”

As experts within the [U-LEAD](#) programme, the PPV team developed this online course for community representatives and local government officials responsible for business engagement, investment attraction, and economic development. The course provides practical tools for designing business support and entrepreneurship development projects. It covers concept development, intervention logic, and grant application preparation.

A video case study included in the course highlights the Carpathian Culture Centre – a story of transforming an abandoned carpet workshop into a hub for artisans and entrepreneurs. What began in 2017 is now a vibrant 2,000 m<sup>2</sup> cultural and economic development initiative. This real-world example offers valuable lessons in effective local economic development, showcasing not just tangible results, but real impact.

**Course trainers:**

Volodymyr Vorobey, Myroslava Dankiv, Olha Melnyk, and Dmytro Symovonyk



33

territorial communities  
reached



6

analytical reports  
produced



1

economic model for post-war  
recovery developed



### Mariupol 2040 Economic Development Model

The Mariupol 2040 model outlines **10** post-deoccupation recovery scenarios – from transforming the city into a tourism hub to becoming a powerful industrial centre.

PPV experts developed the Mariupol Economic Development Model for the [Mariupol Reborn](#) project led by the Mariupol City Council. The model is a practical tool for strategic planning, mobilizing financial resources, and monitoring results.

The Mariupol 2040 model outlines **10 post-deoccupation recovery scenarios** – from transforming the city into a tourism hub to becoming a powerful industrial centre. It combines the city's historical strengths (metallurgy, logistics, machinery) with new promising sectors such as IT, tourism, blue economy, education, and healthcare.

A key feature of the model is its alignment with European strategic planning principles through operational programs and flagship projects. A total of **17 operational programs** are proposed, each corresponding to a specific development sector or economic driver (infrastructure, education, innovation, entrepreneurship, logistics, etc.). These will be implemented via open calls, ensuring transparency, efficiency, and broad engagement from local, national, and international stakeholders.

In addition, **16 flagship projects** were identified – large-scale infrastructure or institutional initiatives such as the Mariupol Industrial Park, the Recovery and Development House, the Congress Center, and the Azovstal Memorial Centre. These projects will be coordinated directly by the local government and serve as the foundation for the city's economic transformation.

The model is built on a human-centred, market-based, EU-integrated approach and a comprehensive analysis of the local economic base. It includes an assessment of the pre-war economic structure, identification of key and supporting sectors, analysis of recovery potential, and the formation of new economic directions through entrepreneurship promotion.



*“To offer a realistic model for Mariupol’s economic development, we went beyond merely restoring the pre-war state. We combined what can be recovered with what has the potential to be transformed. Importantly, this model reflects not just economic calculations, but also the human dimension—the desire of Mariupol residents to return and rebuild their city. We created 10 development scenarios, supported by flagship projects and transparent support tools. This made the model not just an analytical document, but a decision-making tool grounded in the capacity of the community, businesses, and partners.”*

**Liliya Legusha**

Business Development Project Manager at PPV

# Strategic Areas PPV

## Institutional Development

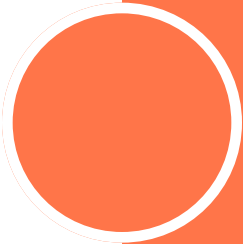
**Strong institutions are the foundation for economic, community, and national development.**

That is why PPV places special emphasis on building capable and effective institutions – and institutional development remains one of our strategic focus areas. One of the most important projects in this focus area is RES-POL. We also organize and deliver trainings, workshops, lectures, and produce online courses for institutions.

### Strategic Planning Support

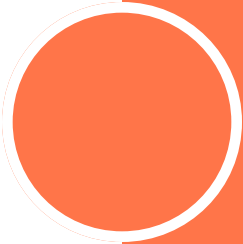
We provide ongoing support to institutions in their strategic planning processes and assist in the implementation of their strategies. In 2024, PPV facilitated strategic planning sessions for:

- Restart Agency
- Caritas Ukraine
- Food Scout Collective
- Intercultural Integration Hub (Rivne)
- Khmelnytskyi Regional Development Agency
- Diia.Business Poltava – Entrepreneurship Development Centre



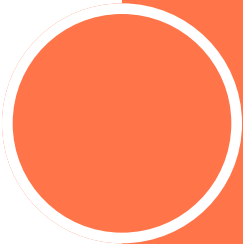
18

institutional development projects implemented



6

strategic planning sessions held



14

training sessions delivered



### Establishing the “Novo” Business Support Centre

By the end of 2024, the Centre was fully operational and had already provided consultations to **33** local entrepreneurs.

In 2024, we supported the launch of the “Novo” Business Support Centre in the city of Novovolynsk. Together with the Centre’s team, we developed an institutional model with clearly defined services, delivery procedures, performance indicators, and scaling potential. We also helped define the annual operational plan, monitoring system, team development plan, and set specific goals and expected outcomes. Additionally, we delivered training sessions for the team on services for SMEs, communication strategy development, and working with entrepreneurs. We also advised them on designing a viable financial model.



*“We’ll continue using the materials developed together with PPV, as they serve as our roadmap. These documents define the results we aim to achieve, decision-making criteria, and financial plan – all designed to help us reach our goals and become a sustainable institution. PPV has become an anchor and an integral part of the success story of Novovolynsk’s business support centre.”*

**Ivanna Tsytsyuk**

Director of the “Novo” Business Support Centre



In 2024, with the support of the European Union, our team launched a flagship project to shape national policies in the field of culture – developing a cultural development strategy, operational programs, legislative proposals, and conceptual frameworks for potential reforms in Ukraine’s cultural sector.

This initiative is called [RES-POL](#) – Rapid Expert Support for Culture and Media Policies in Ukraine. The project will run until mid-2025.

RES-POL works closely with the **Ministry of Culture and Strategic Communications of Ukraine**, which will implement the project outcomes, as well as with the **Ukrainian Cultural Foundation**, the **Ukrainian Book Institute**, the **State Agency of Ukraine for Arts and Art Education**, and **cultural leaders** driving systemic change.

The project focuses on **four key sectors** – **cultural heritage, arts and culture, creative industries, and media** – and addresses **10 critical cultural policy issues** identified in collaboration with the Ministry.

In 2024, RES-POL published its first **20 analytical papers**, including briefing notes and baseline reports, which examined key policy questions across sub-sectors, creative industries, and major challenges facing cultural development in Ukraine. All project materials are available on the [PPV info portal](#).

RES-POL has already engaged **1,624 cultural sector stakeholders** through in-depth interviews, focus groups, surveys, newsletters, working meetings, and presentations. Further activities are planned, including sociological research, public presentations, policy dialogues, and more.

At the end of 2024, RES-POL experts actively contributed – alongside the Ministry of Culture and Strategic Communications – to the development of Ukraine’s **Culture Development Strategy 2030**, a key structural component of the European Commission’s Ukraine Facility initiative.

## 4 KEY SECTORS

cultural heritage, arts and culture, creative industries, and media

10

critical cultural policy issues

20

analytical papers

1624

cultural sector stakeholders

# Projects

## Grant Management School

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In 2024, the PPV Economic Development Agency launched the **Grant Management School** – a hands-on educational program designed to build professional competencies in attracting and managing grant funding. The School is aimed at professionals who already have experience in writing and implementing grant projects and want to deepen their expertise.

**Sixteen participants** from various Ukrainian cities, including Lviv, Kyiv, and Poltava, successfully completed the program and became its first graduates. They praised the high level of practical relevance, up-to-date content, and the opportunity to exchange knowledge with peers and experts.



*“What I enjoyed most was learning practical tools – problem and objective trees, and the logical framework matrix. I’m convinced these tools are valuable not only for grant managers but also for general project managers. I’ll definitely be using them in many contexts.”*

**Anastasiia Lisova**

representative of the NGO Misto Hub

# Communication

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**This year, we rethought our visual style and changed the logo of our company. We are entering 2025 with a new branding.**

We have clearly described our target audiences and started working with new communication channels: for example, we have an English-language page on LinkedIn and closed our channel in Telegram.

Our website **was visited by 31 thousand people** (this is organic traffic). The most popular posts were the RES-POL project news, the blog post “7 reasons why we don't write turnkey grant applications,” and the news about the Train the Trainer course within the UNIDO project.

The PPV Facebook page has more than **4 thousand subscribers**. This year, we have created a separate page for the RES-POL project and communicated the project through various channels.

On our YouTube channel, the most popular videos are about book illustration, cultural policies, and innovations in tourist equipment.



**31 000**

people visited our website



**4 311**

subscribers on Facebook



**188,6**

hours of viewing on  
YouTube





# Team

## PPV Team

**People Performance Value – the name of our organization encodes the belief that people create value. And we remain true to that principle.**

The PPV Agency is made up of **16 dedicated individuals**. In 2024, we strengthened our grant consulting team, launched the development of our investment advisory line, and actively engaged more than **60 external experts** from the PPV expert pool. In 2025, we also plan to boost our local economic development activity area. In 2024, our Financial Director, Oksana Leus, celebrated 10 years with the company. The average tenure at PPV is **5 years and 6 months**, and we take great pride in the continuity and commitment of our team.

We've cultivated a good tradition of spending quality time together – visiting cultural centres and galleries when time allows. In 2024, we visited JamFactory and Ya Gallery Penthouse, held a pysanka-making workshop, and organized PinkOfficeDay, where we discussed women's health and early cancer screening. But most importantly, we work well together – even in these dark times, we strive to accomplish the possible and the seemingly impossible. We aim to bring light and contribute to improving our country and its economy.



*"I used to enjoy working in large companies – the scale of the projects, the variety of tasks, and the sense of being part of a big team. But here at PPV, even though we're small, the scale and impact of our projects is truly impressive. In this compact team, I really feel like I'm contributing to meaningful change in our country – and that energizes me. I'm grateful to my colleagues for the opportunity and the sense of unity we share."*

**Oksana Yemets**

PR & Communications Manager



*"The PPV team welcomed me with treats, friendliness, and a good dose of humor – sometimes British-style wit. I was immediately struck by the professionalism of the staff and how seamlessly everything functions. You always know exactly whom to approach with any question, and you can be sure they'll try to help right away. Even though I joined as a manager for a large, complex project that was already underway, the team supported me and helped me integrate quickly. I'm glad to be learning from my colleagues while also sharing my own experience."*

**Ivanka Kachmaryk-Yarema**

Manager
















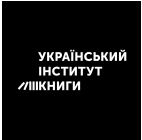


# Partnership

Partnership is a distinct and essential competence – one that businesses, institutions, and communities must build and continually strengthen.

Our team works across a wide range of large and small projects with diverse partner constellations. From experience, we know just how critical meaningful and high-quality partnerships are.

This year, we would especially like to recognize and thank our partners, with whom we are reinforcing Ukraine’s economy in these dark times.

We thank you for your strong partnerships, shared values, and tireless work.



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