

DOI: <https://doi.org/10.32782/2524-0072/2025-76-11>

UDC 336.648:334.012.64](477)

TRANSFORMATION OF FORMS OF FINANCIAL PROVISION OF SMALL BUSINESS IN UKRAINE IN THE CONDITIONS OF MARTIAL LAW AND POST-CRISIS RECOVERY

ТРАНСФОРМАЦІЯ ФОРМ ФІНАНСОВОГО ЗАБЕЗПЕЧЕННЯ МАЛОГО БІЗНЕСУ В УКРАЇНІ В УМОВАХ ВОЄННОГО СТАНУ ТА ПОСТКРИЗОВОГО ВІДНОВЛЕННЯ

Gerasymchuk Valeriy

Postgraduate student,

Lutsk National Technical University

ORCID: <https://orcid.org/0009-0008-5146-2674>**Герасимчук Валерій Володимирович**

Луцький національний технічний університет

The article examines the transformation of forms of financial support for small businesses in Ukraine during martial law and in the conditions of post-crisis recovery. The role of micro, small and medium-sized enterprises as a significant segment of the national economy is substantiated, and the impact of military aggression in Ukraine on their functioning is analyzed. The dynamics of financial support for MSMEs are considered, including state tax and credit instruments, international assistance and new alternative financing mechanisms. Key areas of effective reformatting of the financial infrastructure of small businesses taking into account modern challenges are identified. The study identified prospects for strengthening the financial stability of the business environment based on integration into the EU economic space. The study also paid attention to the digitalization of financial services and other aspects of financing.

Keywords: small business, financial security, martial law, financial instruments, post-crisis recovery, transformation, micro, small and medium-sized enterprises.

У статті представлено комплексне наукове дослідження трансформації механізмів фінансової підтримки малого бізнесу в Україні в умовах воєнного стану та в рамках посткризового відновлення. У дослідженні зазначено ключову роль мікро-, малих та середніх підприємств в економічній системі країни, з акцентом на їхню гнучкість, адаптивність та потенціал, що є рушійними силами національної стійкості. Визначено системні шоки, зокрема повномасштабне російське вторгнення та глобальну пандемію, як ключові каталізатори переформатування фінансової інфраструктури. Варто визначити, що значні потрясіння багато в чому зумовили необхідність розробки таких моделей фінансування як гібридні, адаптивні та контекстно-залежні. Особлива увага приділяється переходу державної політики від пасивних стимулів до проактивних, цілеспрямованих та інтервенціоністських фінансових інструментів, включаючи програми субсидованого кредитування, грантові ініціативи, державні гарантії, механізми податкових пільг та ін. Крім того, у дослідженні аналізується зростаюча важливість зовнішньої донорської допомоги та міжнародних фінансових установ у зміцненні фінансової стійкості українського мікро- та малого бізнесу. Відзначено важливість підтримки малого бізнесу, що очолюють жінки, внутрішньо переміщені особи та досвідчені підприємці. Висвітлено у статті також поширення технологій цифрових фінансів та їх трансформаційний вплив на управління ліквідністю, а також на доступ до капіталу та фінансову поведінку. Зазначено, що потенціал краудфандингу та кооперативного кредитування також висвітлювався у нашому дослідженні, причому у контексті альтернативного фінансування ММСП. Зазначено регіональні диспропорції та гендерна вразливість під час здійснення фінансування малого бізнесу, причому розглядалась поява експортно-орієнтованих стратегій фінансування. У статті обґрунтовується необхідність інституційних реформ, підвищення фінансової грамотності та розвитку державно-приватних фінансових платформ. Зазначено, інтегрована, багаторівнева та інноваційно-орієнтована фінансова екосистема, яка відповідає європейським стандартам, є необхідною умовою для забезпечення довгострокової життєздатності та зростання сектору малого бізнесу в Україні в повоєнній економіці.

Ключові слова: малий бізнес, фінансове забезпечення, воєнний стан, фінансові інструменти, посткризове відновлення, трансформація, мікро-, малі та середні підприємства.

Formulation of the problem. In Ukraine, micro, small and medium-sized enterprises (MSMEs) perform fundamental socio-economic functions: they create jobs, produce innovations, ensure regional development and directly form the tax base. In times of social or financial and economic crisis, the role of MSMEs increases, as they demonstrate flexibility and rapid adaptation to various challenges. The invasion of the Russian Federation into Ukraine in 2022 became a challenge of unprecedented scale, causing significant economic shocks, affecting small business and its financing. At the same time, recent years have been a period during which it was possible to observe that the effective transformation of forms of financial support is an important condition for the viability of business. Therefore, studying the evolution of financial support for small businesses becomes particularly relevant for ensuring the economic sustainability of the country at the present stage.

Analysis of recent research and publications. Issues of financing small businesses are traditionally considered in works devoted to economic development, institutional transformations, sustainability of entrepreneurship and fiscal policy.

In particular, the impact of war on small businesses and the need for recovery and support are discussed in the reports of the World Bank Group [11] and UNDP [1]. In particular, the need for expanding state and international support programs for small businesses is highlighted, and key instruments that affect the recovery of small businesses are described: grants, soft loans, private-public partnerships.

Some scientists consider in their research such issues as alternative and traditional forms of financing small businesses during the crisis. In particular, we can include such scientists as Gavrysh O., Zozulov O., Gavrysh Iu. [3] Hryshchuk N. [4] Kobelya-Zvir M. [5]. That is, the toolkit of financial support for small businesses is demonstrated.

Other scientists raise the issue of modern challenges and ensuring the development of small businesses during the war. In particular, these issues are relevant in the works of such scientists as Vasiuta V., Lobas V., Zubko O. [2], Loiko V., Aleksandrov B. [6], Morozova L. [7], Sakun O.S., Shchur R.I., Matskiv V.V. [9], Chobitok V., Matsyshyn M. [10] and others. That is, a systematic review and practice are covered.

However, most scientists focus on either the pre-war state or the short-term consequences of the war. In our study, we will focus on the

mechanism of transformation of financial forms, their adaptation to wartime and the role of international support within the framework of the post-crisis recovery strategy.

Highlighting previously unresolved parts of the overall problem. We can argue that there is currently a gap in the literature on the systematic analysis of the transformation processes of financial support for small businesses in the medium term (2022–2025), including the stage of adaptation, stabilization and proactive development. The issues of the relationship between macro-level stability, external financing and micro-level sustainability of enterprises remain insufficiently considered. These are the aspects that are investigated in our article.

Formulation of the goals of the article (statement of the task). The purpose of the scientific article is a scientific synthesis of the processes of transformation of financial support for small businesses in Ukraine during the war and post-crisis period, with the key focus on the effectiveness of state and international support instruments, mechanisms for adapting MSMEs, as well as the prospects for integration into the EU financial space.

The objectives of the scientific article are: a comprehensive analysis of the processes of transformation of financial support for small businesses in Ukraine under martial law and during post-crisis recovery; identification of key factors influencing the evolution of financial support for small businesses; characterization of the effectiveness of new MSME financing instruments; assessment of institutional prerequisites and consequences of attracting public, private and international capital to support small businesses; identification of directions for the future development of financial infrastructure for MSMEs in accordance with the requirements of economic security and European integration of Ukraine in the near future.

The study used a set of scientific methods: a systematic approach to identify links between macroeconomic processes, institutional changes and financial stability of small businesses; comparative analysis to compare the pre-war and post-war periods in the context of small business financing; content analysis to analyze thematic reports of UNDP and the World Bank on small business development; institutional analysis to assess the role of public and private participants in building the financial ecosystem; logical-semantic generalization method to build generalizing conclusions and formulate further proposals.

Presentation of the main research material. Our study of changes in financial support for small businesses in Ukraine under martial law and after the socio-economic crisis caused by the war established that the main driving forces of change were: external shocks of a systemic nature (Covid-19 pandemic, large-scale aggression by the Russian Federation); significant structural limitations of the Ukrainian financial system; significant dependence on external financing, as well as the need to adapt to European regulatory standards. In response to these negative impacts, the mechanisms of financial support for small businesses have undergone significant revisions in terms of accessibility, focus, institutional support and instrumental content. It is worth noting that micro, small and medium-sized enterprises (MSMEs) play a fundamental role in the economic landscape of Ukraine, forming the basis of its economic complex. According to data provided by the UNDP study, MSMEs account for 99.98% of all economic entities in Ukraine, and thus provide 74% of jobs and generate 64% of added value [1].

Figure 1 shows the number of active entities of large, medium, small and micro-entrepreneurship in Ukraine in 2012–2027, with data for 2025–2027 being forecast.

It is worth noting the emergence of a new paradigm of state intervention in the financing of micro, small and medium-sized enterprises. For example, if until 2020 indirect tools for business recovery prevailed (for example, easing regulatory requirements or limited subsidies), then since 2022 there has been a shift towards a more

interventionist model. The active financing model includes direct loans, subsidies, compensation mechanisms and targeted tax support. It should be noted that the measures of the “5–7–9%” program are particularly indicative in this context: under martial law, the latter has transformed from a tool for stimulating entrepreneurship into an extremely powerful liquidity channel for thousands of small businesses across Ukraine. According to available information available from open sources, more than half of the companies that received preferential lending support were able not only to preserve their jobs, but also to establish new supply chains. We also note a relatively rapid reorientation to the domestic market or the preservation of their export activities. Indeed, we also agree with the opinion of scientist Morozova L.S. that “for the national economy, in order to develop the activities of small and medium-sized businesses and increase their share in the country’s GDP, it is necessary to take measures to expand bank lending, for which it is necessary to create appropriate prerequisites, namely, to develop and implement effective programs for lending to small and medium-sized businesses by the banking system” [7].

In addition to private initiatives, the e-Robota program (e-Work) was launched in Ukraine during the war and has prospects for further development. According to scientists Loiko V.V. and Aleksandrov B.V., “this is a government program that provides non-refundable grants for the implementation of business projects and the development of existing enterprises, subject to the creation of a certain number of jobs” [6]. That is, financial support for small businesses is

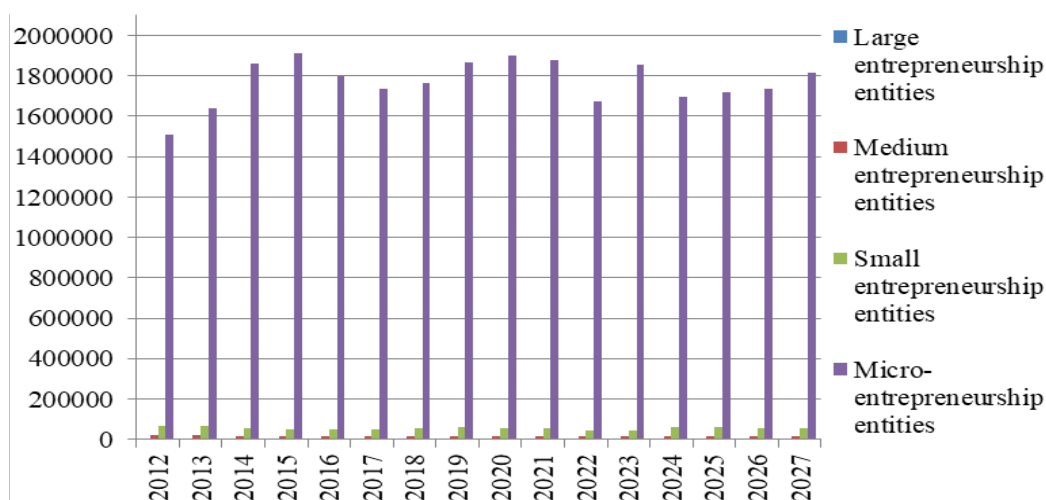


Figure 1. Number of active entities of large, medium, small and micro-entrepreneurship in Ukraine in 2012–2027, units

Source: State Statistics Service of Ukraine [8]

also possible through state support. In general, scientists Vasiuta V., Lobas V., Zubko O. note that today it is possible to “highlight the main areas of state support: financial, informational, personnel and support for exporters” [2].

It is worth noting that access to alternative financing channels has expanded thanks to international financial assistance. Moreover, financing began right from the first weeks of the full-scale invasion and continues to this day. Donor funds from the European Union, the World Bank, GIZ, UNDP and other organizations were aimed not only at stabilizing the economy, but also at directly supporting MSMEs, especially vulnerable business groups, namely businesses headed by women, internally displaced persons and veterans who participated in hostilities. Financial support over the past three years, on the one hand, played an anti-crisis role, and on the other, was an institutional driver of the modernization of small businesses. In addition, it is important to note the significant impact of digitalization processes and the development of the export potential of small businesses. For example, within the framework of the EU4Business initiative in 2022–2023, more than a thousand grants were provided for a total amount of almost 6 million euros, which became one of the main instruments for direct financial impact on the stability of MSMEs during military operations and social instability in regions close to the front line. We understand that this is absolutely justified, because, as noted by the scientist Kobelya-Zvir M.Ya., “it is more profitable for business representatives to receive

free, non-returnable and irrevocable resources for projects, rather than paying high interest on loans” [5].

Our research revealed a structural mismatch between current financial support instruments and the long-term financial needs of small businesses. Despite the impressive resilience and adaptability of small businesses, the average loss from a full-scale invasion was approximately \$230,000 per business. In addition, we note that the average investment planned for the implementation of growth strategies was close to \$1 million. At the same time, only 20% of businesses had structured investment plans, and over 75% did not consider foreign investment as a source of financing at all. It is in this context that we understand the lack not only of financial resources, but also of institutional capacity for strategic planning and management of MSME development. It is also worth emphasizing that the priority areas for attracting investment, as rightly noted by scientists Chobitok V. and Matsyshyn M., are: “infrastructure, the essence of which is the restoration of roads, bridges, railways, airports, as well as the construction of new facilities are critically important for the restoration of economic activity; investments in renewable energy sources, modernization of energy networks and increasing energy efficiency can reduce Ukraine's dependence on energy imports and strengthen energy security, etc. [10].

Figure 2 shows the total volume of capital investments by large, medium, small and micro-enterprises in Ukraine in 2012–2027, with forecast data for 2025–2027.

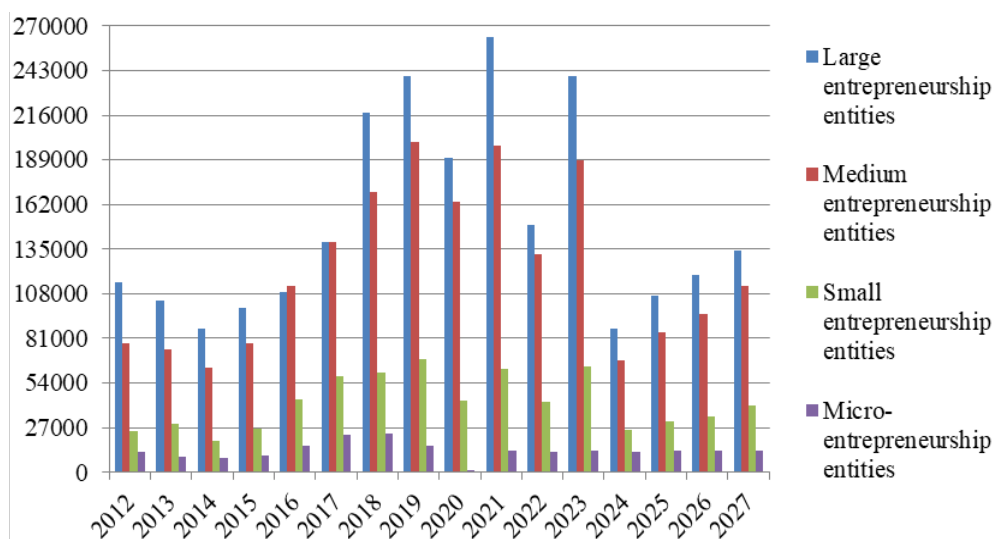


Figure 2. Total volume of capital investments by large, medium, small and micro-enterprises in Ukraine in 2012–2027, mIn UAH

Source: State Statistics Service of Ukraine [8]

Regional and gender aspects of the transformation of small business financing in Ukraine currently require special attention. We found that small businesses in the eastern and southern regions suffered the greatest losses, while maintaining a high level of optimism about further recovery. It should be noted that enterprises led by women, although they recorded a higher share of business closures, demonstrated a lower need for large investments. This trend allows us to testify to more moderate financial behavior and the priority of social responsibility. At the same time, behavior in such a coordinate system requires adjusting support instruments taking into account the socio-cultural context, including the development of microfinance. Non-repayable grants and consulting support for certain target groups of small businesses are also important. Let us recall once again the “5–7–9%” program supported by the World Bank: it was thanks to this program that significant loans were provided, in particular, 40 million US dollars to enterprises led by women [11]. It is worth noting that the transformation of financial support mechanisms for small businesses is accompanied by a change in business priorities. If in the first months of a full-scale war, priority was given to measures aimed at maintaining liquidity, unconditional payment of wages and supporting the main operating activities of the business, then in 2023 the emphasis shifted to investments in equipment modernization, expanding sales markets and training and improving staff skills. Entrepreneurs identified the following as the main areas of use of potential financing in 2024: the purchase of new and high-quality equipment; marketing and training of various staff. The use of funds by small businesses in the indicated areas indicates the growing role of productive capital and intangible assets in MSME business models. The transformation reflects the transition to a post-crisis paradigm of economic growth. We identified serious limitations in the institutional environment that impede the effective implementation of financial support measures for small businesses. These include, first of all, widespread corruption, an unreformed judicial system, an unstable regulatory environment and administrative cuts. About two-thirds of entrepreneurs recognized the fight against corruption as an important prerequisite for economic recovery and further development of the business environment. Without systematic improvement of the institutional environment, even the most

effective financial support programs will have only a limited impact on the transformation processes of the MSME sector.

The effectiveness of financial support for small businesses directly depends on the level of awareness of entrepreneurs about available financial instruments. Today, about a quarter of entrepreneurs are aware of the consulting opportunities offered by European programs, while almost half have only heard about the financial aspects. Such a gap between the provision and perception of financial support for small businesses reduces the effectiveness of even the most effective financial support policies. Therefore, it is necessary to develop information and consulting infrastructure within the framework of administrative service centers, chambers of commerce and industry, professional associations and higher education institutions so that MSMEs are aware of the issues of finding the necessary information.

We note the prospects for the introduction of new financial instruments, including mezzanine financing, government bonds for the diaspora and investment funds aimed at the development of small businesses. These mechanisms create a “financial bridge” between traditional loans and venture capital, contributing to the financing of innovative but risky projects in the manufacturing industry. Moreover, such mechanisms should be implemented in agriculture and green energy. The implementation of new financial instruments requires institutional and legislative changes, but the potential multiplier effect of their implementation can significantly change the structure of financing for small businesses in Ukraine. The results of our study demonstrated the high efficiency of the combined use of direct financing instruments (loans, grants) and indirect forms of support (tax benefits, SSC compensation, deregulation) for small businesses. The greatest efficiency was demonstrated by small businesses that received comprehensive support: for example, they received a preferential loan, tax exemption and at the same time received consultations on entering new markets for the sale of their products. As we noted, a comprehensive approach to small business development policy is needed, based on a combination of financial, regulatory and mentoring instruments. Thus, the transformation of forms of financial support for small businesses in Ukraine during 2020–2025 was multidimensional, covering both material and institutional aspects. Changes have occurred not only in the forms

of financial support, but also in the very logic of its application: from emergency stabilization to strategic development, from universal to targeted solutions, from an administrative model to a partnership model of interaction between the state, business and international donors. At the same time, significant challenges related to financial, legal and organizational barriers remain, which require additional efforts to build an effective, sustainable and inclusive environment for the functioning of MSMEs in Ukraine in the context of further post-war reconstruction.

An important result of our research was the identification of trends in the digital transformation of financial services used by small businesses in wartime. In particular, during 2022-2024, the use of financial technologies to ensure the solvency of small businesses increased significantly. The widespread introduction of online banking, payment platforms, cloud accounting, and mobile applications not only required adaptation to new changing conditions, but also contributed to reducing transaction costs. At the same time, it is possible to trace the establishment of acceleration of financial transactions and improvement of transparency of MSME funds. The growing demand for digital financial services prompted banks and non-banking institutions to actively introduce new products, including online lending. Other weighty tools of digital transformation in the field of finance were payment deferrals and cash flow gap management services. A positive consequence of the introduction of digital finance was the gradual formation of "financial behavior" among small businesses based on analytical approaches. In addition, cash flow planning and the use of financial education tools among small businesses were important approaches in this regard. The scientific study demonstrated the importance of institutionalizing public-private partnerships in the field of financial support for small businesses. In several regions of Ukraine, since 2023, initiatives have been launched at the level of city and regional councils aimed at co-financing MSME development projects, in particular through partial repayment of interest or compensation for the relocation of small businesses. A conscious approach on the part of local representative authorities has demonstrated the ability of authorities not only to create a favorable environment, but also to play a catalytic role in attracting external resources, including international technical assistance. Strengthening horizontal coordination between authorities, financial institutions and small businesses lays the foundation for a sustainable

expansion of small business financing channels at the regional level. Of course, such activities are especially important, given the different density of economic activity in different regions of Ukraine.

Our analysis confirmed the need to transform the banking sector's approaches to credit risk assessment. According to open data, traditional creditworthiness assessment models based on retrospective financial statements have lost their relevance due to a temporary decline in income in many MSME sectors. It is now necessary to integrate non-financial parameters, such as the repayment history of previously granted preferential loans, companies' adaptability to market events, the presence of diversified sources of income and the level of digital transformation. The introduction of alternative rating models not only allows for more informed decisions on financing small businesses, but also contributes to the formation of new customer segments. First of all, it is worth noting the following small business segments: young entrepreneurs; creative businesses; startups, which were previously ignored by the traditional banking sector, but are now quite in demand. Another area of research was to study the potential of cooperative financing, primarily through credit unions, local development funds and crowdfunding platforms. We have noted that, although the share of alternative forms of financing in the overall structure of MSME loans remains low, it was during martial law that these institutions demonstrated great flexibility. In addition, these institutions demonstrated product customization and rapid decision-making. In several communities in Ukraine, local crowdfunding initiatives were created during the full-scale invasion to support social entrepreneurship and the development of local services and transformation. Of course, such an understanding implies the possibility of using the latest mechanisms as an element of financial decentralization and increasing the economic self-sufficiency of local authorities. In general, as noted by Gavrysh O., Zozulov O., Gavrysh Iu., "traditional financing is mainly carried out by attracting investments from a small number of people, crowdfunding is based on the concentration of funds of a large group of people who donate or invest relatively small amounts to achieve a single goal" [3].

An important discovery is the realization that the process of transforming forms of financing for small businesses occurs not only in quantitative but also in qualitative dynamics. It

involves a change in the perception of financing by entrepreneurs: from passive expectation of state support to proactive search for sources of investment, participation in subsidy programs and attraction of institutional capital. The transformation process is accompanied by the gradual development of internal skills of small businesses in developing financial plans, risk analysis and selection of sources of financing. A layer of small businesses is being formed that is able not only to adapt to changes, but also to be innovative and socially responsible. A new vision of business financing requires a transition of the financial support system from extensive to intensive support, that is, focusing attention not on the number of beneficiaries, but on its quality, efficiency and ability to stimulate long-term positive changes. It is also worth noting that the development of financial support for small businesses cannot be considered separately from the general vector of macro-financial stability in Ukraine. Our analysis has shown that the effectiveness of MSME support programs directly depends on the overall budget balance, the predictability of monetary policy and the stability of the banking system of Ukraine. In this context, the interaction between the Ministry of Finance of Ukraine, the National Bank of Ukraine and international donors, which shape the general fiscal and monetary landscape in which small businesses operate, is of paramount importance for the further development of MSMEs. Creating conditions for long-term forecasting of financial flows, protecting the rights of creditors and borrowers, as well as maintaining the solvency of banks is important to prevent the loss of effectiveness or even unavailability of any MSME financial support program.

The results of our study show that the transformation of forms of financial support for small businesses in Ukraine is multi-vector and deep. Changes in financing concern not only organizational and financial aspects, but also cultural, behavioral, technological and institutional aspects of the Ukrainian business environment. In accordance with this understanding, we advocate the creation of an adaptive, inclusive and dynamic system of financial support for small businesses, capable of meeting modern challenges and ensuring not only survival, but also qualitative growth of domestic small businesses in the post-war economy. A comprehensive analysis of the transformation of forms of financial support for small businesses during martial law revealed the growing importance of activating and attracting

financial resources for small businesses. Faced with a reduction in external financing during the first months of martial law, many MSMEs intensified their independent efforts to reinvest profits, optimize costs, restructure assets and find other forms of mutual settlements. Moreover, the efforts of small businesses even included barter, mutual compensation and the sharing of material and technical resources. Of course, such desperate actions indicate the desire of small businesses to reduce their dependence on unstable sources of credit and, at the same time, develop self-financing, which is a sign of their financial independence during the socio-economic crisis caused by the war. One of the key factors in this transformation was the strengthening of the role of second-tier banks in determining the terms of providing loans to MSMEs. Since the beginning of 2023, preferential rates on loans have gradually decreased, while maintaining a high level of risk, thanks to state guarantees, the creation of partial risk funds and the active participation of international partners in the process of co-financing projects. Banks, which previously avoided working with small borrowers, have begun to adapt their credit products to the needs of small businesses, including the introduction of express loans, products with a limited set of documents, simplified creditworthiness assessment procedures and digital identification and verification tools. Therefore, we are seeing new opportunities for small businesses that did not have a complete credit history but have a promising business model. At the same time, we agree with the opinion of Hryshchuk N. that "small businesses are characterized by a predominance of loan sources, financing is mainly carried out through current lending" [4].

The study confirmed the emergence of new interactions between state funding programs and private investment capital. In 2023, joint initiatives began to be implemented to finance startups, innovative areas, the agricultural and processing sectors using the public-private investment model, where part of the capital is provided by the state in the form of a preferential loan or grant, and the other by an institutional investor. Joint initiatives allow for risk sharing, accelerating the commercialization of innovations, and, at the same time, developing a microenvironment of trust between the state, private funds, and private entrepreneurs.

The success of joint financing mechanisms in several projects opens up prospects for large-scale implementation by creating

specialized partnership platforms within the ecosystem of small business support in Ukraine. A comprehensive analysis revealed a transformation in the structure of demand for financial services from MSMEs. While before the war, the main products in demand were loans for working capital replenishment or leasing operations, since 2023, more and more companies have been turning to banking institutions for consulting and training services, financial planning issues, risk management inquiries, and legal support for investments. In this context, we can talk about the emergence of a new type of consumer of financial services from the small business environment: informed, strategic, and ready to interact within the framework of long-term development programs. Thus, financial institutions that adapt their business models to serve these MSMEs gain a competitive advantage not only in terms of profitability, but also in terms of developing a positive reputation and expanding the portfolio of corporate clients.

In the context of a full-scale war in Ukraine, the reorientation of financial resources towards MSMEs has become a significant change. Unlike the pre-war period, when consumer goals or short-term projects prevailed, in 2023-2024 the share of investments in energy-efficient solutions, adaptation to climate risks, development of the technological base and digitalization of business processes increased significantly. This change indicates a development that is partly explained by the terms of donor assistance programs, which include a mandatory environmental and technological component, but also reflects a change in values in the economic context. In the context of energy instability and logistical challenges, it is sustainable investments that guarantee the continuity of small businesses. Thus, the transformation of financial mechanisms has also affected the ideological foundations of entrepreneurial activity, giving priority to the principles of responsibility, efficiency and long-term orientation. Strengthening the connection between external financing and the export activities of MSMEs deserves special attention. It can be argued that small businesses actively integrated into European value chains have gained significantly greater access to financing due to the availability of stable currencies, reputational guarantees and access to EU programs.

Therefore, we understand that business internationalization should become not only a strategic goal, but also a tool for increasing the financial capacity of small businesses. At the same time, it is necessary to create a more comprehensive infrastructure to support MSMEs' entry into foreign markets, including financial guarantees, export risk insurance mechanisms and international advisory centers on small business financing. The future development of forms of financial support for small businesses should be based on the integration of instruments at different levels – local, national or international – taking into account industry and regional characteristics, the stage of development of the company and its financial profile. Given the above, it can be assumed that such an approach will not only expand access to capital, but also ensure a qualitative renewal of the structure of small businesses in Ukraine in the context of post-crisis economic restructuring.

In addition, as scientists Sakun O.S., Shchur R.I., Matskiv V.V. rightly note, “the development and strengthening of our own economic capabilities, the complete elimination of any economic ties with aggressor countries, the development of European cooperation due to the entry of domestic producers to a new level will help not only accelerate victories and end the war, but also lay the foundation for economic growth and rapid recovery of our country” [9].

Conclusions. Thus, the transformation of financial support for small businesses in the last years of martial law in Ukraine has demonstrated high dynamism and adaptability. The gradual transition from emergency assistance to strategic financing of small businesses demonstrates the maturity of the MSME support policy. The main challenges for the effective transformation of financing for small businesses remain huge financial losses, institutional weakness and the need for deeper and more thoughtful reforms. Integration into the European market requires improving the financial skills of private entrepreneurs, developing the financial ecosystem and ensuring regulatory transparency. Only a comprehensive policy that combines financial support, institutional reform and strengthening human capital can ensure the sustainable recovery of Ukrainian small businesses and their successful integration into the European Economic Area in the next five years.

REFERENCES:

1. Assessment of the Impact of the War on Micro-, Small-, and Medium-sized Enterprises in Ukraine. Kyiv: United Nations Development Programme in Ukraine, 2024, 84 p.
2. Vasiuta V., Lobas V., Zubko O. (2024). Suchasni problemy rozvytku maloho pidpryyemnytstva v Ukrayini [Current problems of small business development in Ukraine]. *Halyts'kyi ekonomichnyy visnyk – Galician economic journal*, vol. 87, no 2, pp. 207–213. DOI: https://doi.org/10.33108/galicianvisnyk_tntu2024.02.207 [in Ukrainian].
3. Gavrysh O., Zozulov O., Gavrysh Iu. (2022). Al'ternatyvni formy finansuvannya maloho ta seredn'oho biznesu v Ukrayini: mozhlyvosti ta perspektyvy [Alternative forms of financing for small and medium-sized businesses in Ukraine: opportunities and prospects]. *Ekonomika ta suspil'stvo – Economy and Society*, issue 35. DOI: <https://doi.org/10.32782/2524-0072/2022-35-50> [in Ukrainian].
4. Hryshchuk N. (2022). Osoblyvosti suchasnoho kredyтування predstavnykiv maloho ta seredn'oho biznesu [Features of modern lending of small and medium representatives business]. *Efektivna ekonomika – Effective Economy*, no 1. DOI: <https://doi.org/10.32702/2307-2105-2022.1.86> [in Ukrainian].
5. Kobelya-Zvir M. (2023). Hranty dlya finansuvannya mikro-, maloho ta seredn'oho biznesu: SWOT-analiz [Grants for financing micro-small and medium-sized businesses: SWOT-analysis]. *Transformatsiyna ekonomika – Transformational Economics*, no 4(04), pp. 42–45. DOI: <https://doi.org/10.32782/2786-8141/2023-4-8> [in Ukrainian].
6. Loiko V., Aleksandrov B. (2023). Pidtrymka ta rozvytok maloho ta seredn'oho biznesu v Ukrayini v umovakh viyny [Support and development of small and medium-sized businesses in Ukraine in the conditions of war]. *European scientific journal of Economic and Financial innovation*, no 1(11), p. 228–237. DOI: <http://doi.org/10.32750/2023-0119> [in Ukrainian].
7. Morozova L. (2023). Finansuvannya pidpryyemstv maloho ta seredn'oho biznesu [Financing of small and medium business enterprises]. *Investytsiyi: praktyka ta dosvid – Investments: practice and experience*, no 19, p. 5–9. DOI: <https://doi.org/10.32702/2306-6814.2023.19.5> [in Ukrainian].
8. Official website of the State Statistics Service of Ukraine. URL: <https://www.ukrstat.gov.ua/> (accessed July 07, 2025)
9. Sakun O.S., Shchur R.I., Matskiv V.V. (2022). Finansovi aspekty pidtrymky biznes-sektoru Ukrayiny v umovakh voyennoho stanu [Financial aspects of support the business-sector of Ukraine are in the conditions of the military state]. *Aktual'ni problemy rozvytku ekonomiky rehionu – Current problems of the development of the regional economy*, no. 1 (18), p. 50–60. DOI: <https://doi.org/10.15330/apred.1.18.50-60> [in Ukrainian].
10. Chobitok V., Matsyshyn M. (2024). Formuvannya dzherel finansuvannya rozvytku pidpryyemnyts'koyi diyal'nosti v Ukrayini [Formation of financing sources for business development in Ukraine]. *Development service industry management*, no 3, p. 24–34. DOI: [https://doi.org/10.31891/dsim-2024-7\(4\)](https://doi.org/10.31891/dsim-2024-7(4)) [in Ukrainian].
11. Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund. Building Blocks for Ukraine's Recovery and Long-Term Reconstruction. 2024. Annual Report. 84 p.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ:

1. Assessment of the Impact of the War on Micro-, Small-, and Medium-sized Enterprises in Ukraine. Kyiv: United Nations Development Programme in Ukraine, 2024, 84 p.
2. Васюта В., Лобас В., Зубко О. Сучасні проблеми розвитку малого підприємництва в Україні. *Галицький економічний вісник*. 2024. № 2 (87). С. 207–213. DOI: https://doi.org/10.33108/galicianvisnyk_tntu2024.02.207
3. Гавриш О.А., Зозульов О.В., Гавриш Ю.О. Альтернативні форми фінансування малого та середнього бізнесу в Україні: можливості та перспективи. *Економіка та суспільство*. 2022. Випуск 35. DOI: <https://doi.org/10.32782/2524-0072/2022-35-50>
4. Гришук Н.В. Особливості сучасного кредитування представників малого та середнього бізнесу. *Ефективна економіка*. 2022. № 1. DOI: <https://doi.org/10.32702/2307-2105-2022.1.86>
5. Кобеля-Звір М.Я. Гранти для фінансування мікро-, малого та середнього бізнесу: SWOT-аналіз. *Трансформаційна економіка*. 2023. № 4 (04). С. 42–45. DOI: <https://doi.org/10.32782/2786-8141/2023-4-8>
6. Лойко В.В., Александров Б.В. Підтримка та розвиток малого та середнього бізнесу в Україні в умовах війни. *European scientific journal of Economic and Financial innovation*. 2023. № 1 (11). С. 228–237. DOI: <http://doi.org/10.32750/2023-0119>
7. Морозова Л.С. Фінансування підприємств малого та середнього бізнесу. *Інвестиції: практика та досвід*. 2023. № 19. С. 5–9. DOI: <https://doi.org/10.32702/23066814.2023.19.5>
8. Офіційний сайт Державної служби статистики України. URL: <https://www.ukrstat.gov.ua/> (дата звернення: 07.07.2025)

9. Сакун О.С., Щур Р.І., Мацьків В.В. Фінансові аспекти підтримки бізнес-сектору України в умовах воєнного стану. *Актуальні проблеми розвитку економіки регіону*. 2022. № 1 (18). С. 50–60. DOI: <https://doi.org/10.15330/apred.1.18.50-60>
10. Чобіток В., Мацишин М. Формування джерел фінансування розвитку підприємницької діяльності в Україні. *Development service industry management*. 2024. № 3. С. 24–34. DOI: [https://doi.org/10.31891/dsim-2024-7\(4\)](https://doi.org/10.31891/dsim-2024-7(4))
11. Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund. Building Blocks for Ukraine's Recovery and Long-Term Reconstruction. 2024. Annual Report. 84 p.