

INCLUSIVE BUSINESS

KNOWLEDGE SHARING TEMPLATE

The aim of this template is to collect experiences, projects, policies or initiatives at local, country and regional level related to the promotion of Inclusive Business.

1. General Information
1.1. G20 Country
Canada
1.2. Project / Initiative / Policy name/title:
Youth Leadership, Entrepreneurship and Access and Development (YOULEAD), Nigeria
1.3. General objective
<p>The YouLead project is a 5-year collaborative initiative between CUSO International, the Mennonite Economic Development Associates (MEDA) and the Institute of Public Administration Canada (IPAC). It seeks to enhance youth employment and entrepreneurship in the natural resource sector in Cross River State (CRS), Nigeria. The project responds to a critical issue in Nigeria: youth unemployment. Out of a population of 3.7 million in CRS, 1.2 million (32%) are youth. It is estimated that over 500,000 CRS youth (36% of the CRS youth population) are unemployed, underemployed, or struggle with an insecure livelihood. By building skills, improving access to financing, and fostering a more conducive business environment, the project seeks to boost youth employment and advance women’s economic empowerment in a green economy. The project focus is on agriculture, forestry, renewable energy and aquaculture. The project focuses heavily on gender equality and the empowerment of women and girls, and in particular to promote gender transformative roles within the identified value chains. This project aligns with Canada’s Feminist International Assistance Policy by focusing on the action areas of growth that works for everyone and environment and climate action.</p> <p>The project’s activities and outputs include technical assistance provided to intermediary organizations supporting young women and men with skills development (entrepreneurship and production), access to financing, and access to labour and product market information. The technical support seeks to ensure that youth-led businesses and partner organizations act responsibly by adopting business practices that minimize known hazards to land, air and water, make use of waste by-products (reuse, reduce and recycle) and use, when possible, sources of renewable energy. The support also advances young women’s equal participation with men as decision-makers in the economy and tries to remove barriers that prevent equitable participation. The project also provides technical support to State and Local Government Authority (LGA) departments and agencies responsible for the development and implementation of policies, programs, regulations and services that support sustainable and equitable economic development.</p> <p>CUSO volunteers have been working hand-in-hand with the Nigerian Youth Service Corps (when young Nigerian graduates do community work as part of their graduation process) to ensure the Youth Resources Centres are able to deliver a wide range of services to youth in their communities. The volunteers are making a strong contribution in terms of training the “Youth Corpers”, who in turn are helping provide essential social and business-related services to Nigerian Youth.</p>
1.4. Expected results <i>(output-level: number of BoP engaged, jobs created, services delivered, etc.)</i>
<ul style="list-style-type: none"> - 12,000 youth (6000 young women and 6000 young men) access entrepreneurial and technical support that emphasizes environmentally responsible and gender-responsive business development and employment in agriculture, forestry, fisheries and eco-tourism - At least 8 financial services and/or products available targeting young women and men - 20 producer associations/business membership organizations/lead firms and 2,000 young women and 2,000 young men receive technical support to develop environmentally responsible and gender-responsive value chains in natural

resource sectors to private sector

- 200 people trained to mentor young women and men and 1,000 youth mentored and motivated by the contributions of young business leaders, with a focus on young women

1.5. Intended impact (*outcome-level: income generated or increased, health/education/housing improved, etc.*)

- 4,500 youth owned micro and small scale businesses established and 500 existing micro and small scale businesses expanded in targeted economic sectors with environmentally responsible practices
- 2,000 additional, full time equivalent jobs cumulatively created in agriculture, forestry, fisheries and eco-tourism
- 5 state institutions, 18 LGAs and 25 civil society organizations implementing environmentally responsible and gender-responsive natural resources management policies and practices

2. Legal framework

2.1. Does the Project / Initiative / Policy have an associated regulatory or legal framework?

One objective of the project was to support the state government in the development of a “Green Jobs and Green Economy Framework”. This objective was achieved.

3. Implementation

3.1. Implementation level

- Domestic
- Support of developing and low-income countries (international cooperation)

3.2. Implementing agency (*including link*)

CUSO International
<https://cusointernational.org/>

3.3. Direct target group (*MNCs, medium or large international or domestic company, SMEs, women, youth, rural/urban communities etc.*)

Youth in rural and urban communities: The project is aligned with the CRS government’s vision to address the extremely high youth unemployment situation, by fostering the sustainable development and use of the State’s natural resources.

Young Women: The project has partnered with Girl Power Initiative, a local CSO, to help identify vulnerable young women for inclusion in the project.

3.4. Indirect target group (*SMEs, women, youth, rural/urban communities, etc.*)

N/A

3.5. Nº of countries involved (*if project is Regional/Global*)

3.5.1. City, Country, Region 1: Cross River State, Nigeria

3.5.2. City, Country, Region 2:

3.5.3. City, Country, Region 3:

3.5.4. City, Country, Region 4:

3.5.5. City, Country, Region 5:

3.6. Project status

- Under design
- In progress

3.7. Duration (*mm/yyyy – mm/yyyy*)

04/2014 - 03/2019

<input type="checkbox"/> Completed	
3.8. Brief description of the link with the BoP <i>How does the project / initiative / policy include the BoP? How does it benefit the BoP? How does it define the BoP and its role?</i>	3.9. Role of the BoP
<p>The project aims to increase the participation of young women and men in self-employment and employment in the labour force, and to foster the enabling environment required to create greener jobs in a greener economy. The project focus is on agriculture, forestry, renewable energy and aquaculture.</p>	<input type="checkbox"/> BoP as customer <input checked="" type="checkbox"/> BoP as distributor <input checked="" type="checkbox"/> BoP as retailer <input checked="" type="checkbox"/> BoP as supplier
3.10. Sector (more than one answer possible)	
<input type="checkbox"/> Agriculture or Food <input type="checkbox"/> Energy <input type="checkbox"/> Health <input type="checkbox"/> Education <input type="checkbox"/> Water, Sanitation <input type="checkbox"/> Waste Management <input type="checkbox"/> Housing or Construction	<input type="checkbox"/> Retail, Manufacturing or Consumer Goods <input type="checkbox"/> Information Communications Technology (ICT) <input type="checkbox"/> Financial Services <input type="checkbox"/> Tourism <input checked="" type="checkbox"/> Cross-sectoral <input type="checkbox"/> Other: _____
3.11. Topic (more than one answer possible) (*) See Annex for definitions	
<input checked="" type="checkbox"/> Inclusive business models and strategy <input type="checkbox"/> Scale <input checked="" type="checkbox"/> Policy and government <input checked="" type="checkbox"/> Finance for inclusive business <input type="checkbox"/> Corporates in inclusive business <input type="checkbox"/> Partnerships <input checked="" type="checkbox"/> Environmental impact <input checked="" type="checkbox"/> Gender	<input type="checkbox"/> Results measurement and impact <input type="checkbox"/> "What is IB?" <input type="checkbox"/> Innovation <input type="checkbox"/> Digitalization <input checked="" type="checkbox"/> Capacity building <input type="checkbox"/> Data <input type="checkbox"/> Impact investing <input type="checkbox"/> Other: _____
3.12. Main area of intervention / Type of support provided (What is the project's/initiative's/policy's focus regarding the main challenges faced by inclusive businesses -more than one answer is possible-)	
<input type="checkbox"/> Financial resources <input type="checkbox"/> Rules and regulations <input type="checkbox"/> Information <input checked="" type="checkbox"/> Capacity	
4. Funding	

4.1. Origin <i>(more than one answer possible)</i>	
<input checked="" type="checkbox"/> Government / State-owned enterprise <input type="checkbox"/> Multilateral Development Banks (MDBs) or Development Financial Institutions (DFI) <input type="checkbox"/> International Organisations (IOs) <input checked="" type="checkbox"/> NGO / Foundation <input type="checkbox"/> Private sector <i>(impact investment fund, private equity fund, venture capital fund, commercial bank, corporation, etc.)</i> <input type="checkbox"/> Other: _____	
4.2. Brief description of funding / contributions <i>(e.g. name of funding institution, type of financing instrument, etc.)</i>	
Grant was provided by the Government of Canada to CUSO International.	
4.3. Available funds <i>(optional)</i>	
N/A	
4.4. Value of project	
Total value of the Project: \$ 15,246,443 CAD Canada provided: \$14,266,433 Organisation provided: \$980,000	
4.5. Description of financing/procurement process	
The grant was awarded by the Government of Canada after the receipt of an unsolicited proposal from the implementing organisation (CUSO International).	
5. Monitoring and Evaluation	
5.1.1. Does the project / initiative / policy involve a monitoring process?	5.2.1. Does the project / initiative / policy involve an evaluation process?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5.1.2. Brief description	5.2.2. Brief description <i>(specify type of evaluation - process, outcome, impact – and methodology)</i>
The project employs a monitoring and evaluation team to gather and analyse data for the performance management agreement.	A recent evaluation, which is not yet released, applied a non-experimental participatory approach, drawing on primary and secondary sources. YouLead staff identified and arranged meetings with informants preselected by the evaluation team in terms of their knowledge of the issues in question. Exchanges in individual meetings and focus group sessions were guided by the questions set out in the evaluation matrix, as well as issues during the review of the background documentation and in other meetings.
5.1.3. Lessons learned and results <i>(if applicable)</i>	5.2.3. Lessons learned and results <i>(if applicable)</i>

The fourth year of the project (2017/18) ended well with good results across most project result areas. Since inception, the project has:

- Trained a total of 10,074 youth (5,242F, 4,832M) in entrepreneurship and provided technical support to youth to be able to set up businesses.
- Supported the creation of 2,398 new businesses (1,252 female and 1,146 male owned).
- Helped strengthen 668 existing businesses (306 female, 363 male owned businesses).

The project’s approach to gender has included specific actions to ensure women are adequately engaged. For example, in year four, through a community mobilization approach, the project was able to identify 480 vulnerable young women for enrollment in the program. In addition, the project has identified key male stakeholders at community level who are able to push for transformative change with respect to gender.

The project includes a small grants component for entrepreneurs. Prior to disbursing funds, all grantees must participate in gender equality and environment training. Not only do grantees undergo the training, but their spouses and family members are invited to participate as well.

The project focuses on addressing gender equality concerns not only at the beneficiary level, but also through engaging with partner organisations, many of whom provide the technical training component for graduates of the entrepreneurial/business training. All institutions and partners associated with the project were expected to integrate/utilize gender-sensitive facilitation skills and use the provided gender checklists to ensure that gender equality concerns are integrated across all training. As a result in year four, the project had supported the following changes:

- The extension of maternity leave and introduction of paternity leave at a large farm/agro-processor.
- The commitment to ensuring women leadership at the state-level Chamber of Commerce. A gender focal point has been nominated and 4 of 7 committees within the Chamber of Commerce are now led by women.
- The election of women, for the first time, into executive positions in the CRS branch of the Nigerian Cassava Growers Association (5 of 12 executive positions are now women).

Through the policy component of the project, CUSO has been able to support the CRS Ministry of Women’s Affairs and Gender Development Department in passing the CRS Gender Policy. In addition, the project has been working with the state government to develop a Green Jobs/Green Economy Framework, which integrates gender as a key component to be able to move forward with the framework.

While an evaluation of the project has not yet been released, a comprehensive gender analysis was conducted early on to identify key barriers to the engagement of young women in entrepreneurial activities. One change made to programming, as a result of this analysis included the addition of a childcare component – a identified barrier for many young women was child care responsibilities, which prevented them from attending programming in classroom settings.

Please see the following video, called Ensuring Gender Equality, for information on GE analysis in the how this project views and engages women entrepreneurs:

https://www.youtube.com/watch?v=otX35eH_IXQ

6. Contact Information

6.1. Contact Information *(if there is a website of the project/policy/initiative, please include it)*

<https://cusointernational.org/project/youlead/>

7. Supporting material

Please provide links to or upload any further supporting materials, including: newspaper articles, case studies, toolkits, photographs, and any other relevant materials to help illustrate the project

There are a large number of photos, videos and stories on the project's facebook page, which can be accessed at this link:
<https://www.facebook.com/YouLead-Cuso-International-879143998843293/>

ANNEX

BoP as customer: business models that reach low-income consumers (products, services that target low-income consumers).

BoP as distributor: business models that reach low-income distributors (distribution, awareness, market building).

BoP as supplier: business models that engage source products from low-income workers and suppliers

BoP as retailer: business models that sell goods to the consumer, e.g. at the BoP

Capacity building: Lessons learned from capacity building programmes.

Corporates in inclusive business: corporate business models that engage the BoP.

Digitalisation: impact of digitalisation on business and society.

Data: Data and inclusive business. Data and the BoP.

Environmental impact: inclusive business models that mitigate or adapt to climate change.

Finance for inclusive business: finance for inclusive business, e.g. impact investing, accessing funding.

Gender: economic empowerment of women, gender issues.

Impact investing: publications from impact investors and about impact investing in general.

Inclusive business: Inclusive businesses provide goods, services, and livelihoods on a commercially viable basis, either at scale or scalable, to people living at the base of the economic pyramid (BOP) making them part of the value chain of companies' core business as suppliers, distributors, retailers, or customers. In addition to these commercially inclusive activities, businesses may also pursue broader socially inclusive goals. Inclusive business should promote sustainable development in all its dimensions – economic, social and environmental.

Inclusive business models and strategy: business-planning tools, assessment of models.

Innovation: Innovative business models, importance of innovation and how to be innovative.

Partnerships: business-to-business, business to government, or business to NGO partnerships within inclusive business models.

Policy and government: policy issues and ecosystem for IB; resources from or for donors and policymakers; policy recommendations.

Results measurement and impact: approaches to measurement of results, findings on results of inclusive businesses.

Scale: strategies for scale.

“What is IB?” : introductory literature on IB, discourse papers that define IB.