

# 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.*

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| <b>1. General Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                         |
| <b>1.1. G20 Country</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                         |
| Canada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                         |
| <b>1.2. Project / Initiative / Policy name/title:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                         |
| Ukraine Dairy Business Development Project (UDBDP)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                         |
| <b>1.3. General objective</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                         |
| <p>This project aims to assist 10,000 dairy farmers in four of Ukraine’s larger dairy-producing regions (Dnipropetrovsk, Lviv, Kherson, and Ivano-Frankivsk) to improve their farm businesses and raise their household incomes through improved quantity and quality of the milk produced. The targeted farmers, many of whom are women, form the membership base for at least 24 larger dairy cooperatives. The project helps connect dairy cooperative members with local institutions such as agricultural colleges; input suppliers (e.g. seeds and fertilizers); advisory service companies; and lending organizations, which individual farmers would be unable to access on their own. The project also supports the establishment of 270 new family-run dairy farms, and aims to create or assist 50 crucial dairy sector support businesses, such as veterinary services, artificial insemination services, and machinery services. The project targets rural Ukrainians, particularly women, who represent one of the poorest and the most vulnerable population groups in Ukraine.</p> <p>This project aligns with Canada’s Feminist International Assistance Policy by focusing on the action area of Growth that Works for Everyone by promoting women’s economic rights and leadership, investing in the poor through improved government institutions and transformative economic programs as well as by expanding prosperity through increased productivity of poor men and women.</p> |                                                         |
| <b>1.4. Expected results</b> <i>(output-level: number of BoP engaged, jobs created, services delivered, etc.)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                         |
| <ul style="list-style-type: none"> <li>• Increased growth of small- and medium-sized dairy businesses, particularly those led by women.</li> <li>• More modern and environmentally sustainable business practices among small and medium dairy enterprises, particularly those led by women.</li> <li>• Improved cooperation among small and medium dairy enterprises to achieve economies of scale.</li> <li>• Improved enabling environment for small and medium dairy businesses, particularly those led by women.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                         |
| <b>2. Legal framework</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                         |
| <i>2.1. Does the Project / Initiative / Policy have an associated regulatory or legal framework?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                         |
| The project is officially registered with the Ministry of Economic Development and Trade. Project implementation is carried out through the network of local extension services (Dnipro and Lviv) and through two Unions of agricultural service cooperatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                         |
| <b>3. Implementation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                         |
| <b>3.1. Implementation level</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>3.2. Implementing agency</b> <i>(including link)</i> |

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| <input type="checkbox"/> Domestic<br><input checked="" type="checkbox"/> <b>Support of developing and low-income countries (international cooperation)</b>                                                                                                                                                                                                                 | Society for Cooperation and International Development (SOCODEVI)                                                                                                                                                            |
| <b>3.3. Direct target group</b> ( <i>MNCs, medium or large international or domestic company, SMEs, women, youth, rural/urban communities etc.</i> )                                                                                                                                                                                                                       |                                                                                                                                                                                                                             |
| Cooperatives, farmers, family farms, rural women, rural youth, and rural communities.                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                             |
| <b>3.4. Indirect target group</b> ( <i>SMEs, women, youth, rural/urban communities, etc.</i> )                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                             |
| Commercial markets, processing plants, financial institutions, and local authorities.                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                             |
| <b>3.5. Nº of countries involved</b> ( <i>if project is Regional/Global</i> )                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                             |
| 3.5.1. City, Country, Region 1: Ukraine, Dnipropetrovsk Region<br>3.5.2. City, Country, Region 2: Ukraine, Lviv Region<br>3.5.3. City, Country, Region 3: Ukraine, Kherson Region<br>3.5.4. City, Country, Region 4: Ukraine, Ivano-Frankivsk Region<br>3.5.5. City, Country, Region 5:                                                                                    |                                                                                                                                                                                                                             |
| <b>3.6. Project status</b>                                                                                                                                                                                                                                                                                                                                                 | <b>3.7. Duration</b> ( <i>mm/yyyy – mm/yyyy</i> )                                                                                                                                                                           |
| <input type="checkbox"/> Under design<br><input checked="" type="checkbox"/> In progress<br><input type="checkbox"/> Completed                                                                                                                                                                                                                                             | 04/2014 - 03/2021                                                                                                                                                                                                           |
| <b>3.8. Brief description of the link with the BoP</b><br><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>                                                                                                                                                                         | <b>3.9. Role of the BoP</b>                                                                                                                                                                                                 |
| The project seeks to strengthen small-scale dairy family farms. It also promotes cooperative management to improve access to quality inputs and larger markets. As a result, 1,200 cooperative members benefited from lower input costs, better access to equipment and technology, and better prices for their milk. More than 700 of the cooperative members were women. | <input checked="" type="checkbox"/> BoP as customer<br><input type="checkbox"/> BoP as distributor<br><input type="checkbox"/> BoP as retailer<br><input checked="" type="checkbox"/> BoP as supplier                       |
| <b>3.10. Sector</b> ( <i>more than one answer possible</i> )                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                             |
| <input checked="" type="checkbox"/> Agriculture or Food<br><input type="checkbox"/> Energy<br><input type="checkbox"/> Health<br><input type="checkbox"/> Education<br><input type="checkbox"/> Water, Sanitation                                                                                                                                                          | <input type="checkbox"/> Retail, Manufacturing or Consumer Goods<br><input type="checkbox"/> Information Communications Technology (ICT)<br><input type="checkbox"/> Financial Services<br><input type="checkbox"/> Tourism |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                          |
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| <input checked="" type="checkbox"/> Waste Management<br><input type="checkbox"/> Housing or Construction                                                                                                                                                                                                                                                                                                                                                                                                         | <input type="checkbox"/> Cross-sectoral<br><input type="checkbox"/> Other: _____                                                                                                                                                                                                                                                                         |
| <b>3.11. Topic</b> ( <i>more than one answer possible</i> )<br>(*) See Annex for definitions                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                          |
| <input checked="" type="checkbox"/> Inclusive business models and strategy<br><input checked="" type="checkbox"/> Scale<br><input type="checkbox"/> Policy and government<br><input type="checkbox"/> Finance for inclusive business<br><input type="checkbox"/> Corporates in inclusive business<br><input checked="" type="checkbox"/> Partnerships<br><input type="checkbox"/> Environmental impact<br><input type="checkbox"/> Gender                                                                        | <input type="checkbox"/> Results measurement and impact<br><input type="checkbox"/> "What is IB?"<br><input type="checkbox"/> Innovation<br><input type="checkbox"/> Digitalization<br><input type="checkbox"/> Capacity building<br><input type="checkbox"/> Data<br><input type="checkbox"/> Impact investing<br><input type="checkbox"/> Other: _____ |
| <b>3.12. Main area of intervention / Type of support provided</b> ( <i>What is the project's/initiative's/policy's focus regarding the main challenges faced by inclusive businesses -more than one answer is possible-</i> )                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                          |
| <input checked="" type="checkbox"/> Financial resources<br><input type="checkbox"/> Rules and regulations<br><input type="checkbox"/> Information<br><input checked="" type="checkbox"/> Capacity                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                          |
| <b>4. Funding</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                          |
| <b>4.1. Origin</b> ( <i>more than one answer possible</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                          |
| <input checked="" type="checkbox"/> Government / State-owned enterprise<br><input type="checkbox"/> Multilateral Development Banks (MDBs) or Development Financial Institutions (DFI)<br><input type="checkbox"/> International Organisations (IOs)<br><input type="checkbox"/> NGO / Foundation<br><input checked="" type="checkbox"/> Private sector ( <i>impact investment fund, private equity fund, venture capital fund, commercial bank, corporation, etc.</i> )<br><input type="checkbox"/> Other: _____ |                                                                                                                                                                                                                                                                                                                                                          |
| <b>4.2. Brief description of funding / contributions</b> ( <i>e.g. name of funding institution, type of financing instrument, etc.</i> )                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                          |
| Funding was provided to SOCODEVI by the Government of Canada under a contribution agreement.                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                          |
| <b>4.3. Available funds</b> ( <i>optional</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                          |
| N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                          |

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| <b>4.4. Value of project</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| CAD 19,697,103                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>4.5. Description of financing/procurement process</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>The Government of Canada to SOCODEVI delivered funding through a contribution agreement, which is a conditional transfer payment in which there are specific terms and conditions that must be met by a recipient before payment is given. Contributions, unlike grants, are subject to performance conditions that are specified in a contribution agreement. Before receiving a contribution, the recipient must provide a performance measurement strategy, including an explanation of the program objectives and expected results; performance indicators and targets; and internal audit and evaluation strategies. The government can audit the recipient's use of a contribution.</p>                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>5. Monitoring and Evaluation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>5.1.1. Does the project / initiative / policy involve a monitoring process?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>5.2.1. Does the project / initiative / policy involve an evaluation process?</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <input checked="" type="checkbox"/> Yes<br><input type="checkbox"/> No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <input checked="" type="checkbox"/> Yes<br><input type="checkbox"/> No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>5.1.2. Brief description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>5.2.2. Brief description</b> ( <i>specify type of evaluation - process, outcome, impact – and methodology</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| SOCODEVI has its own Monitoring and evaluation tool (Performcoop)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | The Government of Canada will evaluate the project. No evaluation has been conducted yet.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>5.1.3. Lessons learned and results</b> ( <i>if applicable</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>5.2.3. Lessons learned and results</b> ( <i>if applicable</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>This greater empowerment of women has translated into real-life consequences in Ukraine's cooperative management. For instance, 6 out of 12 cooperatives targeted have women presidents and 34% of cooperatives have women represented in governance proportional to their membership. This is increasing women's skills and capacity in management and decision-making. Furthermore, the improved level of equal and flexible work between women and men has decreased women's farm workload by 9% since the beginning of the project, allowing women to increasingly participate in educational and networking activities. Women supported by the project are also the first in Ukraine to start management accounting in small dairy farms.</p> | <p>This project builds on a 2012 evaluation of a previous, Canadian-funded project which sought to improve the competitiveness of the dairy sector in Ukraine. The evaluation strongly recommended the project continue into a second phase whereby the whole value chain from production to market could be covered to ensure project sustainability. Other recommendations included focusing the second phase of the project on mini-family farms, support to existing (the strongest) cooperatives, and strengthening the Unions of Dairy Cooperatives.</p> |
| <b>6. Contact Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>6.1. Contact Information</b> ( <i>if there is a website of the project/policy/initiative, please include it</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <a href="http://www.dks.org.ua">www.dks.org.ua</a><br><a href="http://www.lads.com/ua">www.lads.com/ua</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>7. Supporting material</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <i>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</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

[https://zaxid.net/shho\\_ne\\_tak\\_n1452682](https://zaxid.net/shho_ne_tak_n1452682)  
<https://www.youtube.com/watch?v=aKzezXbSAzY>  
<https://www.youtube.com/watch?v=ZIR0cglohPc>  
<https://www.dsau.dp.ua/ua/news/599.html>

## 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.