

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:
Sustainable Colombian Opportunities for Peacebuilding and Employment
1.3. General objective
<p>This project aligns with Canada’s Feminist International Assistance Policy by focusing on the action area of “Growth that works for everyone” and seeks to improve inclusive economic growth and support peacebuilding in Colombia by providing market-driven training and employment opportunities for conflict-affected people and at-risk youth in eight cities: Soacha, Bogotá, Medellín, Cali, Cartagena, Barranquilla, Buenaventura and Quibdó. Creating good, inclusive jobs is particularly crucial in situations affected by fragility, conflict, and violence. Jobs drive growth and are key to poverty reduction. They can also help promote social cohesion and stability.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Train victims of the armed conflict and youth beneficiaries (60% women), providing them with market-driven technical skills to access decent employment • Create internship opportunities for targeted women, youth and victims beneficiaries • Develop partnerships with private sector companies interested in providing internship and employment opportunities for poor and vulnerable people • Train private sector partners on gender-responsive and inclusive recruitment and retention of poor and vulnerable people • Implement a gender and social inclusion training program (Inclusive Route) as part of the human resource management practices of private sector partners. <p>The project also increases the ability of local authorities and private sector partners to develop and implement inclusive employment policies and practices for vulnerable populations. The project is expected to reach 10,500 vulnerable youth, women and victims of the armed conflict and their families, and at least 60 per cent will receive a guaranteed job placement with private sector partners.</p>
1.4. Expected results <i>(output-level: number of BoP engaged, jobs created, services delivered, etc.)</i>
<ul style="list-style-type: none"> • 8,512 people in situations of vulnerability receive training certificates on particular skills and/or soft skills • 5,107 people in situations of vulnerability engage in formal employment • 256 small business owners increase profitability and provide formal employment to at least 155 beneficiaries • 6,357 participants facing barriers to employment receive orientation services to enter and remain in the labour market • 76 stakeholders, including private sector, civil society organizations and public institutions, support the implementation of a sustainable intervention model for inclusive employment
1.5. Intended impact <i>(outcome-level: income generated or increased, health/education/housing improved, etc.)</i>
<ul style="list-style-type: none"> • Increased equitable and inclusive participation in the labour market by poor and vulnerable people particularly youth, women and victims of the armed conflict, in targeted regions in Colombia • Improved design, implementation, monitoring and evaluation by national and local partners of gender-responsive,

environmentally sustainable and market-driven employment policies, strategies and programs for poor and vulnerable people, particularly youth, women and victims of the armed conflict, thereby contributing to peacebuilding in Colombia.

2. Legal framework

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

- N/A

3. Implementation

3.1. Implementation level

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

3.2. Implementing agency (including link)

CUSO International

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

- Youth, women and victims of the armed conflict
- Personnel of partner organizations and institutions, including government and private sector

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

Poor and vulnerable people, particularly youth, women, and victims of the armed conflict in targeted regions

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

3.5.1. City, Country, Region 1: Colombia

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
 Completed

3.7. Duration (mm/yyyy – mm/yyyy)

03/2015 – 06/2020

3.8. Brief description of the link with the BoP

How does the project / initiative / policy include the BoP? How does it benefit the BoP? How does it define the BoP and its role?

3.9. Role of the BoP

The project increased the capacity of local governments and private sector partners to develop and implement inclusive employment policies and practices, creating more inclusive

- BoP as customer
 BoP as distributor

<p>business models.</p> <p>The project developed a Gender Sensitivity and Social Inclusion (GESI) toolkit, and delivered training to 65 Colombian companies and other stakeholders on women’s rights, inclusive employment and equality. It used a “train the trainer” methodology through Chambers of Commerce to expand GESI coverage, promote ownership and sustainability.</p>	<input checked="" type="checkbox"/> BoP as retailer <input checked="" type="checkbox"/> BoP as supplier
3.10. Sector <i>(more than one answer possible)</i>	
<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 <i>(more than one answer possible)</i> (*) See Annex for definitions	
<input checked="" type="checkbox"/> Inclusive business models and strategy <input type="checkbox"/> Scale <input type="checkbox"/> Policy and government <input type="checkbox"/> Finance for inclusive business <input type="checkbox"/> Corporates in inclusive business <input type="checkbox"/> Partnerships <input 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 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 <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 type="checkbox"/> Financial resources <input checked="" 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 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>)	
<p>The Government of Canada delivered funding to CUSO International 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>	
4.3. Available funds (<i>optional</i>)	
N/A	
4.4. Value of project	
<p>The total value of the project is roughly CAD 20 million, including co-financing from the Colombian Government, local implementing partners and CUSO International, the latter of which sends volunteers who offer technical expertise for various aspects of the project.</p>	
4.5. Description of financing/procurement process	
<p>This project was proposed and funded through an unsolicited proposal, whereby the project idea was brought to the Department's attention by the implementing organization.</p>	
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>)
<p>Frequent site visits were conducted as part of wider Colombia program evaluation and high level visits. Results achieved as of March 2018 included:</p> <ul style="list-style-type: none"> - 10,545 beneficiaries selected for training. - 8,053 participants receiving training in 24 courses in 8 cities (68% women, 74% youth, 34% conflict victims). - 4,330 participants are currently engaged in formal work in more than 50 companies (72% women, 87% youth, 21% victims of conflict). - 256 small business in Cali and Buenaventura completed training and received individual support, providing formal employment to 155 employees. - 1,970 beneficiaries received services and actions aimed at preventing barriers and challenges to 	<p>The project is part of an ongoing country program evaluation with a view to help inform decision-making.</p>

<p>employment, mainly through institutional articulation and psychosocial attention.</p> <ul style="list-style-type: none"> - 84% of graduated beneficiaries report significant levels of satisfaction. - 65 partnership agreements have been signed with key stakeholders, including 13 government entities, 30 private sector partners, 11 CSO's and 2 Training Operators. - 6 companies have started the gender and social inclusion training program (Inclusive Route); 9 more are interested in participating 	
<p>5.1.3. Lessons learned and results <i>(if applicable)</i></p>	<p>5.2.3. Lessons learned and results <i>(if applicable)</i></p>
<p>An analysis of the barriers to access the labour market faced by women and men (youth or victims of the armed conflict) was conducted, capitalizing on Canada's GBA+ approach. Some barriers that affected women more included gender-based violence, the lack of safe places to leave their children while they work or difficulty getting a job past 40 years old. Barriers affecting men more included discrimination based on the neighborhoods where they live or low capacity to adapt to a work-environment. The application of a gender-based analysis, that not only considered the gender differences but also factors in race, ethnicity, religion, age and mental or physical disabilities, was essential in addressing barriers, closing gaps and promoting inclusive employment that benefits everyone.</p> <p>With regards to the gender and social inclusion training program, it was difficult to address women's and workers' rights with project managers in the early phases. The implementing organization sensitized the project managers by highlighting the financial savings generated by creating a better workplace.</p> <p>Unintended outcomes of this project included a shift towards more micro-entrepreneurship training in Quibdo and Buenaventura, where there is limited formal private sector and mostly informal small businesses.</p> <p>The majority of the volunteers that CUSO sent were either Canadian or Colombo-Canadian. However, a small number also come from others countries of the region in what is known as South-South volunteers. Overall, they all provided invaluable expertise and knowledge to local partners (public and private) in areas such as gender equality, inclusive practices within companies, public policy advice on decent work and inclusive employment, among others.</p>	<p>N/A</p>
<p>6. Contact Information</p>	
<p>6.1. Contact Information <i>(if there is a website of the project/policy/initiative, please include it)</i></p>	
<p>N/A</p>	
<p>7. Supporting material <i>Please provide links to or upload any further supporting materials, including: newspaper articles, case studies,</i></p>	

toolkits, photographs, and any other relevant materials to help illustrate the project

N/A

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.