

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	
France	
1.2. Project / Initiative / Policy name/title:	
Social Business Scorecard - SBS	
1.3. General objective	
The Social Business Scorecard (SBS) is a self-assessment tool for social business to drive their performance. A light version has also been developed: SBS Light. This version is a subset of SBS, co-created with investors for streamlined due diligence of social businesses.	
1.4. Expected results <i>(output-level: number of BoP engaged, jobs created, services delivered, etc.)</i>	
<ul style="list-style-type: none"> - Understand and define social business models - Identify key principles for governance, practices and operational methods - Propose criteria and indicators for method to assess and reinforce the practices - 7 points take into account key elements of the social business concept: Purpose, Public, Products and Services, HR Policies, Ethical Principles, Profits, Partnerships. 	
1.5. Intended impact <i>(outcome-level: income generated or increased, health/education/housing improved, etc.)</i>	
<ul style="list-style-type: none"> - To assess the strengths and areas for potential improvement as a social business - To serve as a guidelines for establishing responsible practices and reinforcing the organization's social purpose 	
2. Legal framework	
2.1. Does the Project / Initiative / Policy have an associated regulatory or legal framework?	
The project is a partnership	
3. Implementation	
3.1. Implementation level	3.2. Implementing agency <i>(including link)</i>
<input checked="" type="checkbox"/> Domestic <input checked="" type="checkbox"/> Support of developing and low-income	-NGO CERISE : http://www.cerise-microfinance.org/accueil/

countries (international cooperation)	
3.3. Direct target group (<i>MNCs, medium or large international or domestic company, SMEs, women, youth, rural/urban communities etc.</i>)	
Social entrepreneurs, social business, a one-person organization, an organization comprising different subsidiaries, an organization that relies on social project, a project	
3.4. Indirect target group (<i>SMEs, women, youth, rural/urban communities, etc.</i>)	
Organization beneficiaries	
3.5. N° of countries involved (<i>if project is Regional/Global</i>)	
The Social Scorecard Business has been used in several countries such as Burkina Faso, Cameroon, Togo, Madagascar, Haiti and Cambodia.	
3.6. Project status	3.7. Duration (<i>mm/yyyy – mm/yyyy</i>)
<input type="checkbox"/> Under design <input type="checkbox"/> In progress <input checked="" type="checkbox"/> Completed	2015 – in free access on CERISE platform
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
-A better practice to target BoP and understand their needs -Products and services will be better adjust to the socio-economic specificities of the BoP, meeting basics needs and reducing inequalities	<input checked="" type="checkbox"/> BoP as customer <input type="checkbox"/> BoP as distributor <input type="checkbox"/> BoP as retailer <input 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>) <small>(*) See Annex for definitions</small>	

<ul style="list-style-type: none"> <input 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 type="checkbox"/> Gender 	<ul style="list-style-type: none"> <input checked="" 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 checked="" type="checkbox"/> Data <input type="checkbox"/> Impact investing <input type="checkbox"/> Other: _____
<p>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></p>	
<ul style="list-style-type: none"> <input type="checkbox"/> Financial resources <input type="checkbox"/> Rules and regulations <input checked="" type="checkbox"/> Information <input checked="" type="checkbox"/> Capacity 	
<p>4. Funding</p>	
<p>4.1. Origin <i>(more than one answer possible)</i></p>	
<ul style="list-style-type: none"> <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: _____ 	
<p>4.2. Brief description of funding / contributions <i>(e.g. name of funding institution, type of financing instrument, etc.)</i></p>	
<p>The French Ministry for Europe and Foreign Affairs financed the Social Business Scorecard Light version (the SBS Light) as well as the translation in Spanish of the SBS. Type of financing instrument : Subvention</p>	
<p>4.3. Available funds <i>(optional)</i></p>	
<p>4.4. Value of project</p>	

4.5. Description of financing/procurement process	
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 Scorecard was developed over 3 years using an iterative approach. The indicators used were selected from a set of standard indicators (IRIS, Universal Standards for social performance management in microfinance, International Labour Organization).	
5.1.3. Lessons learned and results <i>(if applicable)</i>	5.2.3. Lessons learned and results <i>(if applicable)</i>
6. Contact Information	
6.1. Contact Information <i>(if there is a website of the project/policy/initiative, please include it)</i>	
Lola Blanc from the French Ministry for Europe and Foreign Affairs : lola.blanc@diplomatie.gouv.fr Website of the Project : http://www.cerise-sb.org/	
7. Supporting material	
<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>	

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.