

# 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.*

<b>1. General Information</b>
<b>1.1. G20 Country</b>
Germany
<b>1.2. Project / Initiative / Policy name/title:</b>
Inclusive Business Action Network (iBAN)
<b>1.3. General objective</b>
The conditions for the up-scaling and replication of inclusive business models have been improved.
<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>• New approaches to improving IB models have been developed through company engagement.</li> <li>• The prerequisites for deepening the technical know-how and the managerial skills of high ranking managers in companies for the implementation of inclusive business models have been established.</li> <li>• High ranking policy makers have promoted the establishment of enabling framework conditions for IB models within their respective spheres of influence.</li> <li>• Curated IB knowledge is accessible via IBAN's online platform (including a databank on IB consulting and other service offers).</li> <li>• The conditions for IBAN's sustainability has been strengthened with regard to partnerships and financing</li> </ul>
<b>1.5. Intended impact</b> <i>(outcome-level: income generated or increased, health/education/housing improved, etc.)</i>
<ul style="list-style-type: none"> <li>• 30 inclusive business models were improved with regards to target group specification and impact, market share, or geographical reach.</li> <li>• Senior professionals have applied learnings from participation in iBAN's learning programmes in their respective company.</li> <li>• Policy recommendations addressing systemic barriers to IB models are endorsed in international fora or advocated with national governments.</li> </ul>

- The number of average monthly sessions to IBAN's online platform has increased from 8,200 to 10,500 (at least 55% from emerging and developing markets).

## 2. Legal framework

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

No.

## 3. Implementation

3.1. Implementation level

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

3.2. Implementing agency (including link)

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH ([www.giz.de](http://www.giz.de))

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

- Company representatives of medium-sized and large businesses in developing and emerging markets
- Policy makers in developing and emerging countries

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

SMEs, women, rural communities

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

3.5.1. Region 1: Sub-Saharan Arica

3.5.2. Region 2: South-East Asia

3.5.3. Region 3: Global

3.6. Project status

- Under design
- In progress
- Completed

3.7. Duration (mm/yyyy – mm/yyyy)

10/2015 – 12/2019

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?

IBAN enables change by empowering those who can make a difference. By ensuring that champions of change (in IB-companies and policy makers) have access to the latest

3.9. Role of the BoP

- BoP as customer
- BoP as distributor
- BoP as retailer

<p>knowledge and insights on inclusive business, iBAN improves the conditions for up-scaling and replication of inclusive business models and consequently contributes to poverty reduction at the BoP.</p>	<input checked="" type="checkbox"/> <b>BoP as supplier</b>
<p><b>3.10. Sector</b> <i>(more than one answer possible)</i></p>	
<input checked="" type="checkbox"/> Agriculture or Food <input checked="" type="checkbox"/> Energy <input type="checkbox"/> Health <input type="checkbox"/> Education <input type="checkbox"/> Water, Sanitation <input type="checkbox"/> Waste Management <input checked="" type="checkbox"/> Housing or Construction	<input checked="" type="checkbox"/> Retail, Manufacturing or Consumer Goods <input checked="" 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: _____
<p><b>3.11. Topic</b> <i>(more than one answer possible)</i>          (*) See Annex for definitions</p>	
<input checked="" type="checkbox"/> Inclusive business models and strategy <input checked="" type="checkbox"/> Scale <input checked="" type="checkbox"/> Policy and government <input checked="" type="checkbox"/> Finance for inclusive business <input checked="" type="checkbox"/> Corporates in inclusive business <input checked="" type="checkbox"/> Partnerships <input type="checkbox"/> Environmental impact <input checked="" type="checkbox"/> Gender	<input type="checkbox"/> Results measurement and impact <input checked="" type="checkbox"/> "What is IB?" <input checked="" type="checkbox"/> Innovation <input checked="" type="checkbox"/> Digitalization <input checked="" type="checkbox"/> Capacity building <input type="checkbox"/> Data <input checked="" type="checkbox"/> Impact investing <input type="checkbox"/> Other: _____
<p><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></p>	
<input type="checkbox"/> Financial resources <input type="checkbox"/> Rules and regulations <input checked="" type="checkbox"/> Information <input checked="" type="checkbox"/> Capacity	
<p><b>4. Funding</b></p>	
<p><b>4.1. Origin</b> <i>(more than one answer possible)</i></p>	
<input checked="" type="checkbox"/> Government / State-owned enterprise <input type="checkbox"/> Multilateral Development Banks (MDBs) or Development Financial Institutions (DFI) <input checked="" type="checkbox"/> International Organisations (IOs) <input type="checkbox"/> NGO / Foundation	

<input type="checkbox"/> <b>Private sector</b> <i>(impact investment fund, private equity fund, venture capital fund, commercial bank, corporation, etc.)</i> <input type="checkbox"/> <b>Other:</b> _____
<b>4.2. Brief description of funding / contributions</b> <i>(e.g. name of funding institution, type of financing instrument, etc.)</i>
IBAN is funded by the Federal Ministry for Economic Cooperation and Development and the European Union. It is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.
<b>4.3. Available funds</b> <i>(optional)</i>
None
<b>4.4. Value of project</b>
8.5 million Euro
<b>4.5. Description of financing/procurement process</b>
n/a

5. Monitoring and Evaluation	
<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 <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <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>
<p>GIZ uses Results Based Monitoring (RBM) as a key component of programme management. It enables regular dialogue about results, backed up by data. The RBM system is used for steering the measure and make sure that key information is provided to all relevant stakeholders and interested parties.</p> <p>RBM serves two purposes at GIZ. On the one hand, it gives the team and its partners regular indications of where the programme stands in relation to the envisaged results and within the planned process, and whether the chosen path is likely to be successful. On the other hand, RBM helps to reveal 'blind spots' in the results model and to question the results logic of the programme. This is</p>	<p>Project evaluations include the critical, analytical review of the results of iBAN and its Output areas. In general, a formal external evaluation is conducted before the end of the phase in order to see if the indicators have been achieved and to gather lessons learnt for a possible next phase.</p>

<p>done using an open approach capturing the perspectives of key stakeholders. This approach reflects the complexity of programmes by taking into account unforeseen events.</p>	
<p><b>5.1.3. Lessons learned and results</b> <i>(if applicable)</i></p>	<p><b>5.2.3. Lessons learned and results</b> <i>(if applicable)</i></p>
<p>IB ecosystem is quite a complex and dynamic field with numerous and different actors. Multi-stakeholder approaches need flexibility in programme design and implementation.</p>	
<p><b>6. Contact Information</b></p>	
<p><b>6.1. Contact Information</b> <i>(if there is a website of the project/policy/initiative, please include it)</i></p>	
<p>www.inclusivebusiness.net</p>	
<p><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></p>	
<p>Please refer to: <a href="http://www.inclusivebusiness.net">www.inclusivebusiness.net</a></p>	

## 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.