



# HUMAN-CENTRED BUSINESS MODEL

## A HOLISTIC APPROACH TO A SUSTAINABLE BUSINESS ECOSYSTEM

**LJD** LAW,  
JUSTICE and  
DEVELOPMENT

An initiative within the framework of the Global Forum on Law, Justice and Development

## **The Human-Centred Business Model (HCBM): *A Holistic Approach to a Sustainable Business Model***

May 15, 2019

### **Project Purpose:**

The overarching Goal of the project is to make a substantial contribution to the Sustainable Development Goals (SDGs), through a more equitable model of sustainable business that will promote shared prosperity and foster income growth of men and women at the base of the economic pyramid, advancing inter- and intra-generational equity, sharing prosperity and inclusive economic growth.

The Project makes its contribution by creating, validating and disseminating widely a new Human-Centred Business Model that will remedy the negative effects of the existing business models that contribute to lack of economic growth, exclusion of populations, continuation of poverty, unfair distribution and depletion of resources, and others.

### **Project Outputs:**

1. Research papers on each of the project pillars:
  - a. HCBM **Pillar 1 Social and Environmental Principles** Conference Version
  - b. HCBM **Pillar 1 Ethical and Integrity Principles**
  - c. HCBM **Pillar 2 Hybrid Business Forms**
  - d. HCBM **Pillar 3 Financial Instruments**
  - e. HCBM **Pillar 4 Fiscal** Conference version
  - f. HCBM **Pillar 5 Procurement** Conference version
  - g. HCBM **Pillar 6 Stakeholder Relationships** Conference version
2. Dissemination and consultations on the HCBM, its guiding principles and indicators, innovative solutions and explanatory materials to interested parties;
3. Validation of research papers' conclusions and recommendations;
4. Identification of Country pilot projects and fund raising;
5. Broad stakeholder consultation at country level to build consensus
6. Implementation of the model and publication of lessons learnt

### **Direct Beneficiaries:**

The direct Project beneficiaries are national and sub-national governments, enterprises, communities and individuals who each will benefit from an alternative approach to sustainable business that combines – on an equal level of importance – the economic goal of for-profit entities with the wider integrity dimensions of social and environmental sustainability (including, notions of decent work, respect for territorial and local community integrity, sustainable environmental impact, and attention to inheritance issues for future generations).

### **Indirect Beneficiaries:**

Traditional enterprises having dealings or associations with those adopting the HCBM, influenced to follow suit, assimilate various HCBM principles, or adopt certain, selected elements (*e.g.*, social/environmental/ethical principles and respective performance indicators) while not adopting the entire Model.

### **Contact Persons:**

Mario Pezzini, Director, OECD Development Centre, [Mario.Pezzini@OECD.org](mailto:Mario.Pezzini@OECD.org) Phone: +33 1 45 24 16 62

**What is the Human-Centred Business Model (HCBM)?** The development of an innovative - human-centred – sustainable business ecosystem based on a common set of economic, social and environmental, rights-based principles will provide a more sustainable way of doing business than current practice and may be voluntarily adopted by entrepreneurs. Such sustainable and more equitable model of doing business will advance inter-generational and intra-generational equity, as well as boosting shared prosperity and inclusive economic growth with a positive impact on the pursue of the Sustainable Development Goals.

Some of the key contributions of the Model include:

- A sustainable business model that reflects current business and societal priorities and environmentally responsible practices;
- A flexible business model that can be realistically adopted by any government and entrepreneurs in almost any business environment and sector, in developed and in developing countries, with a special attention to challenges and solutions for Micro, Small and Medium Enterprises (MSMEs);
- A holistic approach that offers a detailed solutions and guidance on relevant processes and procedures, such as corporate governance systems, financial instruments, fiscal policies, public and corporate procurement practices, and stakeholder’s engagement;
- A business model that supports communities and fair economic growth.

**Who will be interested in the HCBM?** The HCBM will be an option to “new” enterprises, as well as to existing social enterprises, cooperatives, benefit corporations, and no-profit entities.

The Model will also be suitable for, among others:

1. Enterprises, businesses, and assets that have been captured by organized crime;
2. Enterprises that are established as a result of bankruptcy, reorganization procedures and government bailout proceedings; and
3. State-owned enterprises and Public Private Partnerships.

While it may not be easy for already established, non closely held for-profit enterprises to migrate to the HCBM (given that this would imply a significant modification of members’ rights), one can assume that many enterprises, including large for-profit corporations, will be interested in piloting the Model through their subsidiaries for a variety of reasons. These could include improved or increased presence in a specific market; reputational concerns; learning; and adopting certain guiding principles into their core business.

## Project Content

### Goals, Objectives and Results

**Direct Results** The Project is designed to have impact on and results at many levels and is expected to include at least the following:

- Globally, the HCBM will result in the creation of more sustainable and more equitable businesses and more integrated communities, as well as reducing government costs resulting from inequitable, poor or unsafe working conditions and/or low environmental standards.
- Development of a holistic model that will include corporate governance solutions, fiscal policy, financial mechanisms, procurement policies, and participative stakeholders relationship.
- Governments at all levels adopting the Model will have positive results from the “internalization” of social and environmental costs, while also helping to reduce conflict between the general population and the business community.
- More consistent and reliable longterm growth, taking account of environmental and social sustainability elements of economic growth, thus addressing the question of limits to growth and ecological integrity.
- The Model will help align both governments and entrepreneurs in sharing similar, larger visions of doing business.
- The Model will increase skills and workforce capacity of participating enterprises.
- Improved skillsets should translate into increased compensation for workers (through, for example, better wages for workers and higher fees for more skilled work), as well as improved working conditions.
- Improved working, environmental and social conditions will benefit entrepreneurs, individuals, communities and governments at all levels (national, provincial, municipal).
- It is expected that entrepreneurs and governments (national, provincial, municipal) may see reduced healthcare, safety and environmental costs.

- Beyond pay and salary, improved work-life balance will allow for benefits to entrepreneurs, individuals, communities and all levels of governments (national, provincial, municipal).
- Business partners along the entire supply chain, including suppliers and clients, will benefit from the Model's more balanced and holistic business approach.
- An enterprise that has adopted the Model will be recognizable as a Human-Centred Enterprise (HCE) which will enable it to attract those consumers more sensitive to a sustainable way of doing business. The "market" for this type of sustainability is strongly increasing, as evidenced by the growing numbers of "green" labels, as an example.
- Based on independently rated social, environmental and integrity performances, HCEs will have a better access to responsible/impact financing, to green, social or sustainable (public) procurement, to private procurement and, possibly, to fiscal benefits.
- Clients/Customers of HCBM businesses will benefit from being part of a socially and environmentally responsible supply chain;
- Local communities will have their voices reinforced regarding environmental, local and other important, and sensitive, issues.

**Indirect Results** The Model is expected to have several important indirect results. For example, non-HCBM enterprises having dealings or associations with those adopting the Model may be influenced to follow suit, particularly as the number of HCEs grows.

Enterprises deciding against migrating to the Model may nonetheless decide to assimilate several of the HCBM principles, even if only as benchmarks. Some may adopt certain, selected elements (*e.g.*, social/environmental/ethical principles and respective performance indicators) while not adopting the entire Model.

The HCBM may also foster the well-being of individuals, society and the environment world-wide through education in its ethical principles and values. More immediately, the families and communities of those workforces participating in a HCBM will directly benefit from their increased earning capacity and resulting compensation.

Longer term, and although difficult to predict due to a large number of external factors, the project will work to make the element of "environmental sustainability" as preserving ecological integrity, conservation of resources and benefitting natural ecosystems, and future generations may see a cleaner and more intact natural world than otherwise as a result.

**Structure** The project is divided into the six "Pillars."

**Pillar 1: Guiding Principles** Pillar 1 identified and proposed, in a comprehensive document, the Guiding Principles that all HCEs must include in their mission and bylaws (economic, human rights, social, environment, ethical/integrity) if they wish to meet the definition of and function as a Human-Centred Enterprise (HCE). As such, the Guiding Principles define the Model's central requirements and shape the work and analysis conducted by the other Pillars. Pillars 2 to 6 built upon the Guiding Principles, developing their own content and endorsing the applicability of the performance indicators in such a way as to be coherent with, and build upon, the work of Pillar 1.

While Pillar 1 determines the Guiding Principles both from its inventory of good practices and its own research, the following characteristics and features have already been identified as desirable for insertion in the model as a result of the work done to prepare for this project proposal:

- As the HCBM will serve as an alternative to both traditional for-profit and non-profit models of doing business, the Project's success will be dependent upon the suitability of its use in diverse legal, socio-economic, cultural and geographic contexts.
- The Model includes a pre-determined and fixed set of mandatory principles common to all HCEs.
- However, in order to facilitate adaptation of the Model to different legal, socio-economic and cultural environments around the world, the model will be flexible enough to be applicable in almost any economic sector of industry or activity and dimensions (SMEs).
- While certain core mandatory principles will require immediate implementation by a HCE (*e.g.*, non-complicity in human rights abuses; prohibition of child and forced labor; non-discrimination; equal opportunities, avoiding corruption), other principles may be implemented over time or sequentially (*e.g.*, preferencing technologies less harmful to the environment; green procurement; paid leave and family leave). Additional, optional and sector-specific principles will also be proposed for voluntary adoption.
- Ethical principles and integrity values (*e.g.*, integrity, honesty, tolerance, respect for differences, and others) are part of the guiding principles of the Model. Their implementation will require the firm commitment of

the senior management of the adopting enterprises and appropriate education for all shareholders to support them.

**Pillar 2: Legal Framework and Governance** The objective of this Pillar is to assess the national legal framework and develop a legal and governance framework to enable the HCBM to be used in the specific socio-economic and legal environment, for a variety of purposes and activities, and for businesses of varying sizes. However, regardless of the adaptability, the governance framework must have characteristics that allow for a participatory, democratic, transparent, ethical and accountable system of management, including meaningful involvement of stakeholders, such as workers, customers, suppliers, retirees, local communities, public authorities, and social institutions.

- The legal framework and governance solutions should assure sustainability and workability in the country-specific legal system and environment.
- Corporate governance solutions will focus on developing innovative techniques to ensure a more effective internalization of interests other than shareholder profit, including the interests of non-shareholder stakeholders.

**Pillar 3: Financial Mechanisms and Instruments** The objective of Pillar 3 is to assess the country current mix of available financial instruments and identify innovative financial instruments that will ensure the financial sustainability of the Model. These instruments could be adaptation of existing instruments or new ones.

The Financial Pillar is a key component in building a sustainable, holistic business model. Pillar 3 will build on the expertise and previous work of other initiatives and financial institutions. The Pillar will investigate the contribution of financial institutions and financial markets to macroeconomic instability, and ways in which recent macroeconomic and micro-economic events have impacted the availability of financing for investments that support economic development, social values and sustainability. The Pillar will identify regulatory and business practice measures capable of bringing the market for sustainable and responsible investment to maturity. Pillar 3 will closely coordinate its work with Pillar 2 as the financial instruments are closely connected with the legal framework and governance of the HCBM.

**Pillar 4: Fiscal Regime** The objective of this Pillar is to provide recommendations regarding options for favourable fiscal conditions resulting from positive HCE performance and fiscal benefits for that performance.

- The Fiscal Pillar will build on existing techniques of using fiscal rewards and disincentives for government regulation of business activities.
- Pillar 4's methodology will include researching ways to reward positive corporate performance under the HCBM through fiscal policy, including the possibility of a reduced effective tax rate based on the actual performances. The system will not create market distortions, instead it will be developed specifically to counteract current distortions;
- Pillar 4 will establish ways in which the effective tax rate should depend on the results for each Guiding Principle/SDGs (calculated according to the performance indicators identified by the Pillar 1);
- The fiscal regime could thus be linked to the performance, with indicators of a better overall performance, resulting in lower effective tax rates and/or penalties.
- Like the other pillars, this component of the Model will offer flexibility to be adapted to different legal and economic environments with final decisions left to respective governments.

**Pillar 5: Corporate and Public Procurement** The objective of Pillar 5 is to suggest mechanisms for granting preferential forms of public and private procurement to ALL those enterprises in the supply chain that meet sustainability standards.

- Procurement and supply chain policies and practices are an essential component of any business ecosystem. In order to effectively address social, economic and environmental concerns in the corporate sector, it is necessary to address business practices across the entire supply chain, in both private and public procurement;
- In line with this objective, the HCBM seeks to expand the impact of the Model beyond just the HCEs themselves, to the upstream suppliers and downstream purchasers of the HCE's products and services;
- The aim of the mechanisms proposed will be to guarantee sustainable procurement, and to discourage potential suppliers or buyers from using any procurement contracts that contradict or impede sustainable practices and principles. This should have the effect of widening the use of procurement contracts in both public and private enterprises and strengthening the observance of sustainable (social, environmental and integrity) standards in procurement.

**Pillar 6: Stakeholders Relationship** The objective of Pillar 6 is to research, develop and improve the relationship between HCEs and their stakeholders, including implementation of innovative approaches for

capacity building and mentoring that will aid in both developing and implementing HCEs.

- One of the holistic elements of the HCBM is that it includes a model for stakeholders relationship development, assessment and improvement;
- This Pillar will consider ways to: (1) communicate the HCBM model and ignite changes in attitudes with respect to individuals, enterprises, institutions, societies and territories; and (2) interconnect and enhance the technical, organizational and communication skills of the persons who work in HCEs as well as strengthen the capacity of the HCEs' key stakeholders. Incorporating this capacity building and mentoring element within the HCBM will further support the sustainability and long-term impact of the Model;
- As with the other central components of the HCBM, Pillar 6 will build from existing widely-accepted principles (e.g. *models of Community Capacity Building* that are widely-used by organizations, institutions, agencies and associations involved in international development; *models of Enterprise Capacity Building*, closely connected with the themes of learning, change management, knowledge management, organizational culture, and mentoring, often used by enterprises undergoing reform). In addition, the Pillar will research good practices, including both "top down" and "bottom up" approaches to development.

Once each Pillar team has completed their analysis and drafting of recommendations for their area of responsibility, each will then share the resulting documents with the other Pillars, for discussion and debate, and in order to determine the most innovative, sustainable, and workable solutions for the Model.

The Extended Team will be ultimately responsible for collating the analytical results elaborated by each Pillar into a final draft version of the HCBM, ready for treatment under the next Output.

**Nationally validated final draft of HCBM** Once the national Human-Centred Business Model is completed, the next stage will be to have it formally validated at country level by a larger group of stakeholders, including (but not limited to) governmental and nongovernmental organizations, academia and private sector with a substantial and real stakeholder consultation .

**On-line platform consultation** The HCBM draft and all of its constituent components will be released via an on-line platform and publicized both on-line and through the various channels available to its Partners and stakeholders. This could include announcement in institutional publications, directed mailings, public service announcements and other means. The Model will be put on-line in local language for review and comment open to a wide audience. The aim is to have as wide a public consultation as possible, and will likely begin through a series of invitations through a variety of established channels and various known and identifiable constituencies. These constituencies will include associations of entrepreneurs and business organisations, academics from universities and networks of civil society organizations. These consultees will also be invited and encouraged to pass the materials along to their own contact so that the breadth of the consultant pool is as wide as possible.

While the consultation will be open to wide participation, it will not be completely open to the public. Some registration and proof of credentials will be required to participate, checked and filtered by available software to make sure that (1) respondents are "real" organizations or individuals, (2) they register under correct identification information, and (3) inappropriate, scurrilous, irrelevant or nuisance comments are deleted automatically. Even with the software protections, it is likely that the website will require a moderator at least part-time.

**Focus groups on various aspects of the HCBM** Some of the most interesting commentators from the on-line consultation will be invited to participate in wide ranging discussions of the Model in smaller setting (in-person or virtual focus groups). These focus groups will be organized by Pillar, with up to 3 groups per Pillar being conducted outside the capital city. The focus groups will be organized and led by the Pillar co-leads, although the PMU will assist as necessary with connectivity technology and methodology for conducting focus groups.

Once all comments and feedback are received from the on-line platform consultations and the focus groups, all acceptable and qualified inputs will be passed to each of the Pillar Teams for their consideration and re-drafting of their sections of the Model, as they consider necessary.

Once all the Pillar Teams have reviewed the acceptable and qualified comments, and re-drafted their sections accordingly, the revised sections will be incorporated into the final version of the HCBM, including all performance indicators and other accompanying documentation, ready for public dissemination.

**Dissemination of HCBM, indicators, innovative solutions and explanatory materials to interested parties** After completion of the final, validated version of the HCBM, it will be publicized and disseminated widely through a series of events and made available to policy makers and governments for voluntary adoption. The aim is to publicize the compelling aspects of the new Model so as to attract entrepreneurs to volunteer as

pilots to test the implementation of the Model.

Dissemination events will include a press launch of the HCBM itself and all accompanying products, and a series of press releases. Dissemination will also be made through a series of conferences and other public events; web-based seminars; and face-to-face high-level meetings of interested stakeholders with the members of the core team and the Pillar leads. This will be the responsibility of dedicated communications experts, along with the general communications plan of the Project (see below).

Invitees will be selected for the high-level meetings in consultation with the SC, Project Management Unit (PMU) and Extended Team, and managed by the PMU. Meetings and events will be held worldwide, using the convening power and the premises of many of the participating Partners of the Extended Team. At the end of the dissemination period, the PMU will continue to provide its support to the Business Incubation Centers (or structures with similar function) that will be in charge of assisting the new enterprises during the start-up phase of the Human-Centred Enterprises.

### **Gender Strategy**

The Project is mindful of its obligation to respect and follow the standards set by both the UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and SDG No. 5. "Achieve gender equality and empower all women and girls". In the conduct of this Project, all partners, members of the PMU and the Extended Team will observe the following standards and strategy:

- a. Gender balance in all activities;
- b. Strengthening the protection of women and measures to address gender discrimination;
- c. Providing technical assistance to improve and promote gender-sensitive policies with emphasis on corporate and public policies and the greater involvement of women in decision-making processes;
- d. Providing advice for removing barriers to the appointment of women to relevant positions;
- e. Creating a community of practice groups to discuss, clarify and strategize on the key issues and options relating to gender discrimination.

The Project will support the efforts to increase women's participation and the integration of gender equality into all its components through capacity-building and awareness-raising amongst civil society actors.

In designing this Project, the Partners are guided by a commitment to gender equality and have made gender perspectives central to all Project activities. As examples, the Partners will:

- ensure active participation by women – by setting target numbers together with relevant partner institutions – in the Project design, implementation, and monitoring and evaluation;
- promote gender-responsive drafting/revision of laws or regulations, corporate bylaws and policies, performance indicators, so that men and women benefit equally;
- ensure that the concept of gender equality is addressed in all Project components;
- include project elements designed to improve an inclusive approach to the poor and disadvantaged groups, with a special emphasis on women; and
- support gender-friendly legal awareness-raising services.

### **Project Communications Plan**

The Project will integrate a communications plan for its implementation. All relevant Project external material will fully acknowledge the support given by the donor(s).

The Project will distribute press material on the Project launch and any significant events or research related to the Project. The Project will provide reactive, a-political media comment on any national or international stories specifically related to the Project or issues relevant to the Project.

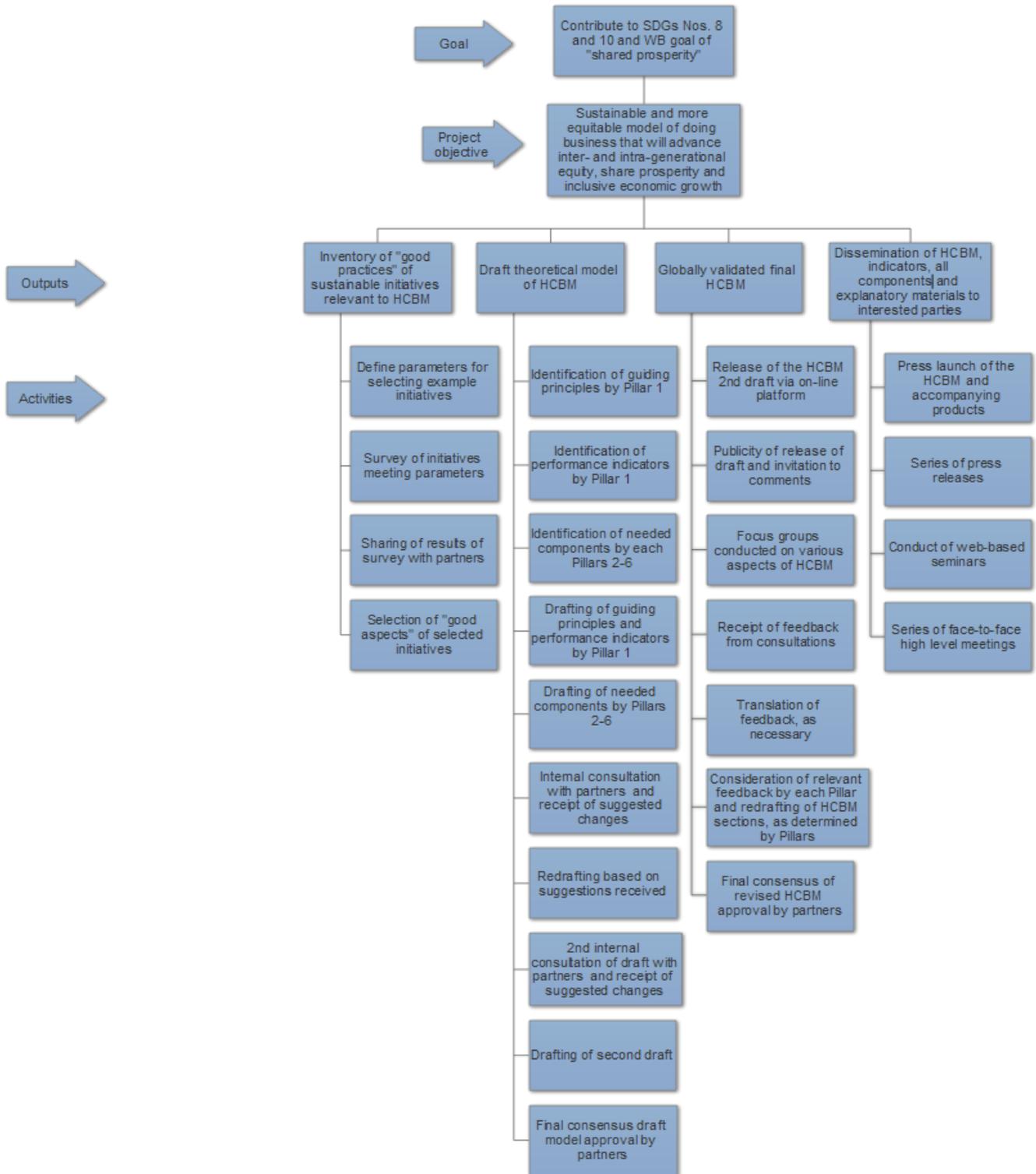
***Information Pack:*** Essential briefing material on the Project will be produced at the beginning of the Project. A printed information pack will include background briefing on the context of the project, its strategic objectives, key stakeholders and target audiences, and a timeline for implementation. This information will be continually updated throughout the course of the Project and distributed to all key Partners and stakeholders.

***Web:*** The Project will have a dedicated website which will make available updated information and analysis on the Project, as well as photographic/film illustrations, written case studies and interviews relating to the work of the Project.

***Media Relations:*** The Project will establish proactive contact with relevant local, national and international media and regularly distribute press releases and information.

***Social Media:*** Social media channels and platform will be used to widely disseminate the project and build consensus and support.

# ANNEX A – LOGIC MODEL



## ANNEX B - ROADMAP FOR COUNTRY - PILOT IMPLEMENTATION

### Proposed Pilot Program Timeline:

- Phase 1: 6-9 months;
- Phase 2: 24 months;
- Phase 3: 18-36 months, depending on the specific country situation;
- Phase 4: at least 24 months.

No. of months/phase	1	6	12	18	24	30	36	42	48	54	60	66
Phase 1												
Phase 2												
Phase 3												
Phase 4												

### **Phase 1: Country Assessment and Initial Engagement**

#### 1.1. Securing seed funding for phase 1

#### 1.2. Establishment of the Core Project Team

#### 1.3. Assessment – legal and economic environment and cultural compatibility (indicative list)

- The WB Innovation (InfoDev - Innovation and Entrepreneurship); GTCIE has methodology, capacity and experience for business environment assessment ();
- IFC CEDVP;
- WB country-specific data and statistics (WB CCKP - climate change data and country-specific statistics, etc.);
- GRI country-specific data/Multinational Enterprises (MNC) Reports;
- OECD: Environment Statistics and Country Outlook, Social and Welfare Country Statistics; Country-specific data on governance, law and regulations;
- UN Country-specific Environment Social and Governance Statistics and reports;
- Global Compact, ILO, UNC HR, UNICEF, TI, AI country-specific reports and statistics;
- Other sources.

#### 1.4. Stakeholder mapping, engagement and empowerment

- Identify key stakeholders and influential players – government, local enterprises and locally present MNCs, business associations, CSOs, academia (law and business schools, etc.), media, faith-based organizations, locally present relevant international initiatives and organizations;
- Identify and engage with leaders of the key stakeholder groups – meetings and individual working tables with government, enterprises and civil society;
- Multi-stakeholder roundtable/s to reach agreement on program goals, key participants, general strategy and milestones and get commitment for support;
- Set up a **Project Steering Committee** (involving key local and international supporters and partners);
- Multi stakeholder launch event;
- Establish Implementation Task Force with 6 Work Groups (corresponding with the 6 Pillars) with local partners;
- Set up Local Communications and Outreach Task Force.

#### 1.5. Budgeting

- Develop a budget proposal based on local and other costs, financial and in-kind contribution from government/local partners and from

**Phase 2: Country-pilot Implementation:** entrepreneurship development program, followed by establishment and development of enterprises

#### 2.1. Establish clear roles, tasks, timeline and accountabilities for ALL project partners

#### 2.2. Set up HCBM Pilot Implementation Platform and launch Pillars 1-5 implementation

- #### 2.2.1. Establishment of country specific implementation framework for the HCBM principles (Pillar 1 – Guiding Principles) – goals, indicators, monitoring/data collection and reporting procedure

- Development of proposed list of goals, targets and performance indicators;
- Validation of the above with project partners (all Pillars) followed by multi stakeholders' consultation;
- Options for reporting methodologies and certification options (GRI, BCorp, etc.);
- Cooperation with GRI and other partners.

## 2.2.2. Establishment and implementation of legal and governance, financial, fiscal and procurement instruments and policies (Pillar 2-5)

### 2.2.2.1. Pillar 2 – Legal framework and governance

- Identification and introduction of legal & regulatory changes needed;
- Development of governance solutions (with special attention to MSMEs' compatibility);
- Role of the co-leaders and of the Notaries for translation into by-laws.

### 2.2.2.2. Pillar 3 – Financial instruments

- Mapping of financial instruments available in the country and legal and regulatory constraints to the introduction of new instruments;
- Development of a menu of financial instruments;
- Collaboration with financial institutions and governments to ensure the feasibility of new financial instruments in the country.

### 2.2.2.3. Pillar 4 – Fiscal system

- Development of a fiscal system that will create incentives to ALL business toward sustainable behaviours and that will be sustainable for public finances;
- Validation, buy-in from the Min of Finance and translation into regulations;
- Introduction of the new fiscal system.

### 2.2.2.4. Pillar 5 – Procurement

- Development of very practical (public and corporate) procurement policies (upstream and downstream);
- Validation with local stakeholders and translation into regulations;
- Implementation of the policies.

## 2.3. Establishment of enterprise capacity building platform (Pillar 6)

- Collection of international good practices on local stakeholders' engagement and collaboration, capacity building and mentoring support;
- Identification of models that are compatible with the country culture and business environment;
- Identify potential international technical assistance providers (capacity building, mentoring, training of trainers (ToT)) and finalize contracts and agreements;
- Engagement with local stakeholders, partners and technical assistance providers and finalization of agreements (capacity building and pro-bono support);
- Develop entrepreneurship and business development programs and trainings in partnership with local business schools and business associations, and technical assistance and ToT providers (local and international);
- Training of local trainers (ToT) and local capacity building for local providers of enterprise development and mentoring programs & trainings.

## 2.4. Enterprise capacity building and mentoring program implementation (Pillar 6 implementation)

- Establishment of a Business Incubator to guide new enterprises and provide basic services to start-ups;
- Outreach and recruitment of potential entrepreneurs (interested in starting up a business) and business owners; collaboration with business schools, local programs (focused on SME/women/youth/disabled/minorities) and MNCs with local supply chain;
- Implement business development, mentoring and capacity building programs in collaboration with law and business schools, business associations, technical assistance providers and other local partners (government, CSOs, MNCs, etc.) and Bilateral Development Agencies;
- Establish local HCB contest and other initiatives that offer incentives and awards to the best entrepreneurs and enterprises.

## 2.5. Resources mobilization for long-term sustainability of the Country HCBM platform

- Development and implementation of strategy for resources mobilization and long-term financial sustainability.

### **Phase 3: Sustainable Country HCBM Platform**

- Transition to full local ownership of the HCBM platform, management and resources;
- Ongoing implementation and improvement of the country HCBM platform to maximize the number of enterprises based on the HCBM and for their further development and strengthening;
- Ensured Country HCBM Platform's long-term financial sustainability.

### **Phase 4: Monitoring and Evaluation**

- Development and implementation of a strategy of monitoring and evaluating the newly developed enterprises' status, through periodical reports and formal evaluations.
- Permanent dialogue within the new enterprise and the Core Project Team to assist the new enterprise address unexpected challenges.
- Development and implementation of strategy for financial sustainability of this phase.

---

**Communications:** Led by Local Communications and Outreach Task Force. Constant communication with Stakeholders' to maintain and strengthen their engagement (media mix).

**Program Evaluation:** On-going (every 6 months – internal project review and evaluation – Phases 1 and 2); formal mid-term project review and stakeholder consultation (Phase 2); Formal evaluation and stakeholder consultation prior to Phase 3.

**Links and Feedback to the HCBM Revision Process and Global Consultations:** During the formal evaluations (mid-term and prior to Phase 3), feedback is collected (Technical Task Force, Work Groups and country stakeholder consultations) on the conceptual and practical aspects of HCBM implementation. The feedback is submitted to the HCBM Core Project Team for revision of the HCBM and development of HCBM Global Implementation Strategy and Plan. Replication of the Country-HCBM Program in other countries to be proposed after Country-pilot evaluation and based on the HCBM Global Implementation Strategy and Plan.