



# HUMAN-CENTRED BUSINESS MODEL

A HOLISTIC APPROACH TO A SUSTAINABLE BUSINESS ECOSYSTEM



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

## HCBM Roadmap for Country - Pilot Implementation

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### 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 (Natalia Agapitova x85849, Diletta Doretti x38708, Elaine Tinsley x 82913);
- IFC CEDVP (Ted Chu, x87621);
- 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 international partners and supporters.

**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 sources.

##### 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 SMEs' 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&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.

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**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.