

The Ghana Inclusive Business (IB) and Inclusive Green Business (IGB) Initiative

- d. a social or environmental impact assessment coming up with a clear recommendation to implement changes in the business line to hence impact for the BoP and the environment/climate
- e. recommendations for company internal institutional reforms on the way to becoming IB/IGB, or (f) for institutionalising impact monitoring and reporting, Such deep dive support would be typically 15-40 person-days of expert inputs. It would be given only to companies with business lines already accredited as IB.

4. The fourth tool is for **IB/IGB mentoring**. It is developed particularly for business associations with mentorship programmes and would help those associations and their consultants by adding IB/IGB advice to their mentorship programmes thus achieving more social impact and higher business returns at the same time.

Specific advisory suggestions will be developed for different stages of IB/IGB mentorship over a 2–3-year programme per company.

The IB/IGB mentorship programme would have a backup expert, to whom the mentors under the business associations can go for further advice on IB-related questions.



Impact Drives Return Type Of Business Coaching

Mainstream business development services: Many institutions—ranging from government bodies, business associations, development partners, and business facilitators - fund various business development programmes to promote enterprise growth. These programmes typically offer training courses focused on providing basic business knowledge for start-up firms.

- In contrast, medium and larger companies often invest in specialised, one-on-one business coaching to enhance their commercial viability. This coaching may focus on:

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- Exploring **new markets**,
- Advising on **internal restructuring**,
- Supporting **mergers and acquisitions**, or
- Implementing **cost-saving mechanisms**.
- These tailored coaching services are essential for companies looking to scale, strengthen their operations, or improve their competitive edge.

Business advisory tools on how to transform enterprises into IB/IGB are missing:

Traditional business advisory tools generally do not focus on how firms can simultaneously drive **social or environmental impact** while boosting **business returns**. While impact measurement tools exist, they are typically applied at the **portfolio level** and are not designed as dynamic instruments to help individual companies enhance their business performance by achieving greater social impact.

- For **growth-phase companies** seeking to balance **social impact** and **commercial viability**, there is a lack of specific business coaching tools that demonstrate how achieving greater social impact can also drive higher commercial returns—and vice versa.
- While **business schools** are increasingly offering courses on **environmental sustainability** and **social safeguards**, there is still a gap in training on how to develop **Inclusive Business (IB)** and **Inclusive Green Business (IGB)** models.
- Such tools are needed to guide:
- Companies in transforming their existing businesses into **IB/IGB models**.
- **NGO-driven social enterprises** into sustainable IB/IGB initiatives.
- Turning **corporate social responsibility (CSR)** activities into impactful IB/IGB projects.

IDR-BCM Tool Overview

The IDR-BCM tool has 4 components:

1. The **IB/IGB readiness assessment tool** is a succinct help for self-assessing a company whether its business would perhaps qualify as IB/IGB and which specific areas of the business need improvement to become a real IB/IGB.

The tool can also be used by government, business associations, and development partners implementing portfolios for micro and SME support, and value chain development to focus their programmes better on achieving systemic and deliberate (not trickle-down) results for poverty reduction and social inclusion, while at the same time enhancing commercial viability and business growth.

Such a tool would require per company perhaps a 30-minute assessment through a flowchart.

2. The second component is the **IB/IGB transformation tool**. This tool is implemented by business facilitators (consultants) to help interested companies with IB/IGB potential make the transition from :
 - Moving from a mainstream business to an IB/IGB model,
 - Turning CSR activities into core IB initiatives,
 - Transforming NGO-driven social enterprises into scalable IB ventures,
 - Improving existing IB/IGB models for greater impact and commercial viability.
 - This process typically requires 2-6 person-days of dedicated, focused discussions with the company, ending with a clear roadmap for transformation.

The tool would be used by specifically trained IB business advisory service consultants; it can also be used by mainstream business consultants who have undergone additional training and would use the tool as part of their ordinary business services. Typically, IB/IGB transformation ends with a new position paper with clear directions for IB/IGB transformation. Two to six person-days of dedicated discussions with the company would be required in an intensive and focused one-on-one discussion with the firm.

3. The third tool is for **IB/IGB deep dive**. This tool will help consultants orient their specific advisory support to create more social or environmental impact. It is a financing facility for preparing for example,
 - a. a revised business plan
 - b. a market assessment
 - c. a re-orientation of the input sourcing