

Women as Prime Movers of Inclusive Business

Chapter I

THE PROBLEM & ITS BACKGROUND

Rationale

Women workers constitute 40 percent of the world's workforce, yet in many sectors, such as mining, construction and energy, women represent only a small minority of workers, and in almost all sectors women are less likely than men to be in management positions (IFC, 2013). For instance, women see gaps in leadership: as of 2014, only 4.8 percent of CEOs at Fortune 500 companies were female and only 16.9 percent of board seats at Fortune 500 companies were held by women (CEAIB, 2015).

Women continue to face many barriers to full and productive participation in the labor market, including discrimination and culturally entrenched ideas about gender roles, and their contribution is not always equally valued. As such, women are an untapped source of talent and productivity: when the potential of almost half the workforce is not fully realized, this has considerable implications for efficiency and growth at the enterprise, sectoral, and national level (IFC, 2013). A recent United Nations report states that limits on women's participation in the workforce across the Asia-Pacific region cost the economy an estimated US \$89 billion every year (APEC, 2016).

APEC members recognize the full potential of women's contribution to the Asia-Pacific economy. As a result, women's economic empowerment and greater inclusion of women in the regional economy are high on APEC's agenda. Currently, in the 21 APEC economies, approximately 600 million women are in the labor force, with over 60 percent engaged in the formal sector (APEC, 2016).

Despite women's increased participation in the labour market over the past half-century, they remain substantially underrepresented as entrepreneurs (OECD, 2012). Thus, APEC came up with a project entitled "Women as Prime Movers of Inclusive Business", a cross-fora collaboration effort of PPWE (as the lead forum) and IEG, where it looks into the broader aspect of Inclusive Business (IB) both in theory and practice, and zooms into how women's economic empowerment serves as vital contribution in the development, scale-up, and replication of IB models in the Asia Pacific region. It aims to provide more understanding on the importance of IB in helping narrow the chasm between the rich and the poor, alongside addressing the gender gap. It aspires to provide a fresh perspective on how businesses that recognize gender-based constraints reap substantial benefits and trickle-down results up to those in the base of the pyramid (BoP). To do this, the project will conduct a survey to compile success stories and best endeavours of member economies' IBs that recognize the contribution of addressing barriers to women's economic empowerment in attaining balanced, inclusive, sustainable, innovative, and secure growth objectives (AIMP2.APEC, 2015), hence, this study.

Objective

This paper aimed to present the potential benefits, enabling conditions, and policy aspirations of women in Inclusive Business Models (IBM).

Specifically it sought to:

1. Present the emergent concept, background and impact Inclusive Business and on the local, regional and world economy;
2. Show the centrality of women as prime movers in the creation of Inclusive Businesses;
3. Describe the important role of government and other stakeholders in priming a favourable business environment for women in inclusive businesses; and
4. Conduct a survey research with relevant organizations in selected APEC-member economies to establish the business case for Women in Business.

Conceptual Framework

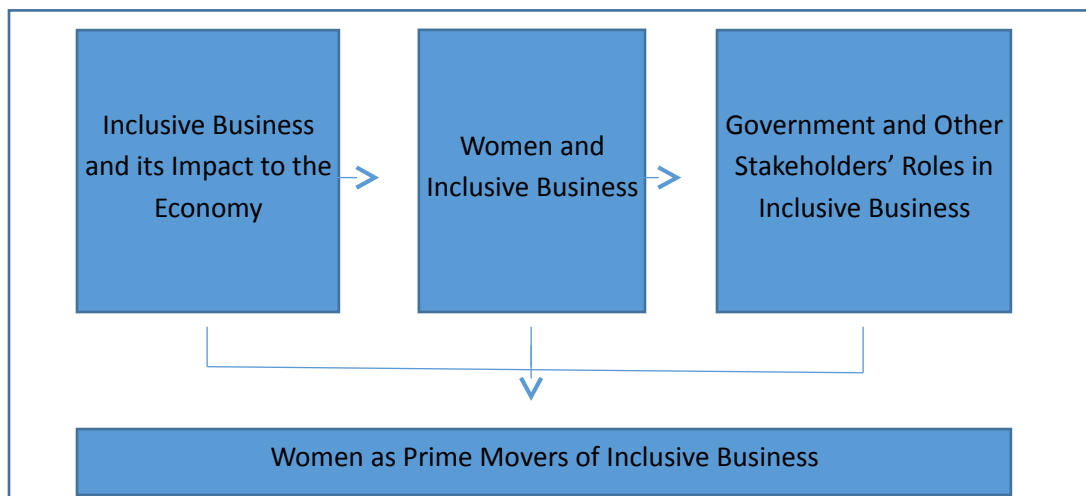


Figure 1

The Concept of Inclusive Business and Its Impact to the Economy

The concept of Inclusive Business

Inclusive Business (IB) is a profitable core business model from the private sector that seeks to contribute to poverty alleviation by including lower-income communities within its value chain (Golja, & Pozega, 2012; Asian Development Bank, 2016) and incorporating the poor, who are otherwise known as people at the base of the pyramid or BoP (ADB, 2016; Briones, 2016; APEC Investments Experts' Group, 2015) as suppliers, consumers, distributors, employees, or costumers (Golja & Pozega, 2012) in an innovative and systemic way (APEC, 2015; Ford Foundation, 2013; SNV & World Business Council for Sustainable Development, 2011). The G20 Inclusive Business Framework identifies three types of inclusive businesses: inclusive business models, inclusive business activities, and social enterprise initiatives (ADB, 2016).

Although IB may be small, medium and large companies, these may also be entrepreneurial initiatives that are economically profitable and environmentally and socially responsible (SNV & WBCSD, 2011), creating a net positive development impact and/or systemic impact to the benefit of low income communities (ADB, 2016), through the integration of poor people into value chains and/or environmentally sustainable practices (Wach, 2012), offering goods and services to fulfil their essential needs at prices they can afford (Golja and Pozega, 2012), while still focused on making a reasonable profit with an IRR between 10-20% (Ford Foundation, 2013).

History of Inclusive Business

IB started in Latin America and has spread to other APEC economies that included Chile, Mexico and Peru which have active IB promotion policies since 2008 supported by the “Opportunity for the Majority” Program of Inter-American Development Bank; Japan, which established an Inclusive Business Support Center under METI; Indonesia, Myanmar and Vietnam, which are interested in accreditation and policy support; Singapore which recently established active IB promotion platforms; and the USA, Canada and Australia which have programs in support IB. (AIEG, 2015)

Types of Inclusive Businesses

The G20 Inclusive Business Framework identifies three types of inclusive businesses: inclusive business models, inclusive business activities, and social enterprise initiatives. (ADB 2016)

The Inclusive Business Model. Inclusive business models operate with the dual purpose of generating a reasonable profit and creating tangible effect on low-income people’s welfare. Within the model, low-income people are seen not as beneficiaries, but rather as business partners along the value chain: as clients and customers; producers and suppliers; employees and entrepreneurs. (ADB, 2016)

Golja & Pozega (2012) underscored that the bottom of the pyramid strategy is the most recognized strategy and the one proposed to organizations that want to become inclusive. The strategy highlights the need to: 1) adapt products and processes; 2) invest in removing market constraints; 3) leverage the strengths of the poor, combine resources and capabilities with others; and 4) engage in policy dialogue with government. There are several ways the strategy can be effectively implemented. Organizations should: 1) familiarize themselves with 4 billion people living at the bottom of the pyramid; 2) manage and understand relationships within and around the activity (the Stakeholder circle method); 3) bear in mind the stakeholder thinking process; and 4) use different publicly-available tools and resources.

In the Philippines, the Asian Social Enterprise Incubator (2013) found that the inclusive business sector utilizes mainly the BoP as consumer and BoP as supplier mode of engagement in a variety of sectors with a focus on agribusiness, finance and manufacturing.

An analysis of the existing inclusive organizations show that their businesses cover various business sectors, of which the most notable is agricultural, followed by the ICT, food and drinks, artisanal goods, health care, consumer products, energy, bio-fuels, housing and construction, micro-credit, etc. (Golja & Pozega, 2012)

Inclusive Business Activities. *Inclusive business activities* also include people at the BOP into companies’ value chains. However, these activities are not central to the commercial viability of the company nor do the BOP make up a significant part of the base of customers, suppliers or business partners. Notwithstanding, these activities contribute to the overall aims of inclusive business. The activities are usually financed by companies’ internal resources, often complemented by support from commercial funds, concessional funding, or grants (IFC, 2015).

Social Enterprise Initiatives. *Social enterprise initiatives* have the mission to improve individuals’ and communities’ economic and social well-being and institutionalize the pursuit of explicit social objectives.⁵ A distinct feature of social enterprises is that they are not structured to maximize their profits for redistribution. Generally, most profits are reinvested back into the

enterprise in order to fulfil and strengthen its social mission. Not all social enterprises are financially viable, especially those that are small, and they rely on a mix of external financial resources (IFC, 2015).

Inclusive Business around the World

Golja, & Pozega, (2012) in the paper “Inclusive Business – What It Is All About? Managing Inclusive Companies” found organizations worldwide that operate following some of the inclusive models. The regional distribution of these organizations majority of them operate in Sub Saharan Africa (37 companies), Latin America and the Caribbean (28 companies), and in Eastern Europe (22). There are several types of organizations amongst which MSME are widely spread, followed by Large Domestic Companies and Developing Country/MNC. They have been running various projects worldwide with the aim of contributing to achievement of Millennium Development Goals which were defined in 2000. In this way they are including low income communities in their value chain and firstly, do contribute to poverty alleviation. An analysis of the existing inclusive organizations showed that their businesses cover various business sectors, of which the most notable is agricultural, followed by the ICT, food and drinks, artisanal goods, health care, consumer products, energy, bio-fuels, housing and construction, micro-credit, etc. Various stakeholders included in the business in various sectors are contributing to the advancement of poor countries and populations, and also the alleviation of poverty, and ultimately the global collaboration. Business sectors are those which are essential along with inclusive organizations in promotion and the realization of the Millennium Development Goals as well as the improvement of the living conditions of populations around the world. (page 41)

Inclusive Business and the Base of the Pyramid (BoP)

The Base of the Pyramid (BoP) refers to the more than four billion people who earn less than US\$ 8 per day. These people mainly live in Asia, Africa and South America. This term, and the thinking behind it, positions the poor in a different light. They are no longer seen as just the ‘hungry masses’, but rather as value-demanding consumers, resilient and creative entrepreneurs, producers, equal business partners and innovators. To date, when looking at inclusive business models there are four different ways to include BoP communities: (1) as consumers, (2) as producers, (3) as employees or (4) as entrepreneurs, e.g. distributors. In some cases the inclusion of the BoP is in two or more segments. (Inclusive Business Accelerator, 2016)

IB and the Local Economy

A growing number of companies are developing Inclusive Business models across the supply chain, through local sourcing and production. Food and beverage companies are leading the development in this sector. Many of these companies view developing markets as key growth markets, and Inclusive Business is an integral part of their growth strategies. There are a number of factors driving this development including cost reductions, securing access to critical raw materials, decreasing reliance on imports, creating visible supply chains, and strengthening the company’s presence in a specific market by contributing to local economic growth. (Corporate Citizenship, 2012).

There is keen interest in IBs, both in the public and private spheres, as a strategy for inclusive growth (Briones, 2016).

Strengths and Advantages of Inclusive Business

The major benefits companies experience when implementing inclusive business models are the creation of shared value, increased sales, improved reputation and stable supply of inputs. (ASEI, 2013).

As a catalyst to private sector development it could accelerate economic growth by integrating the low-income segment into their value chains because companies improve their bottom line and the low-income segment benefits from new income and employment opportunities and access to goods and services that can contribute to their livelihoods. (Ford Foundation, 2013)

The landscape of social investing is developing across the world, opening up new funding opportunities for companies looking to share the financial risks of their Inclusive Business ventures. Inclusive Business brings reputational benefits to a company, strengthening its brand image both locally and globally. Further, it helps in building relationships with key stakeholders in local markets, reinforcing the company's long-term position and success. Finally, it can help a company differentiate from its competitors. (Corporate Citizenship, 2012)

Scaling for an inclusive business can take multiple paths - scale up, out, deep and across - depending on the sector, the market opportunity considered and the nature of the business to grow. After being under scrutiny for the past 10 years following the momentum created by the "Fortune at the bottom of the pyramid", IB is at the tipping point of showing the maturity and impact of BoP businesses via these scaling pathways. (Inclusive Business Accelerator, 2016)

Challenges and Issues in Inclusive Business

According to Corporate Citizenship (2012), some key constraints to profitability and scalability of Inclusive Businesses include internal aspects such as short time frames and lack of sufficient funding. In addition, complex market conditions, difficulties in understanding market behaviours, cultures and norms, and regulatory hurdles are other common challenges.

Wach (2013) reported that despite the understandably growing enthusiasm for the 'Inclusive Business' approach to development, donors and development agencies are, however, far from clear about what exactly constitutes 'Inclusive Business'. Partially, as a result of this, the majority of Inclusive Business evaluations fail to clearly delineate what business activities are 'inclusive' and also fail to provide a comprehensive and robust analysis of the impact of those activities.

However, this ultimate test of scaling inclusive business is facing five main challenges: (1) Lack of insights; (2) Underdeveloped inclusive channels; (3) Limited human capacity to develop these businesses; (4) Inadequate access to finance; and (5) non-conducive public environment. Only by removing these barriers will inclusive businesses find their way to scale. Opportunities for change exist that provide immediate solutions whereas others will in the mid-term better shape the emerging Inclusive Business industry. Inclusive business as of yet is not business as usual. By taking the stand point of industry transformation, all actors involved need to focus on adopting a new mind set in which inclusive business becomes mainstream business. The new processes and the new leaders will make inclusive business the BoP business standard of the future, and this will provide impact as well as financial return at scale. (Inclusive Business Accelerator, 2016)

To accelerate the spread of these inclusive business models is bigger than any one organization, government, or business. While inclusive business models have a key role to play in reducing poverty and boosting prosperity, they must be supported by collaborative efforts to have the maximum impact at the BOP. (International Finance Corporation (IFC) (2014).

In South Africa, at least, the growth of female-owned enterprises is constrained by greater restrictions on the access women have to finance. Women face general barriers for the development of SMEs in some countries (e.g. weak institutional support, lack of access to credit and services), and also gender-specific barriers related to uneven sharing of privatisation gains (e.g. lack of collateral or start up capital, or of both), lack of networks, and traditional views on women's role. (DTI, 2011)

The Asian Development Bank (ADB, 2016) declared that little is known yet about how involving women in inclusive business models affects companies and poverty experienced by women. It was found that (1) women's empowerment is not consistently applied as a criterion for inclusive businesses, which makes it hard to see the full extent of current practice; (2) little attention has been paid to tracking the outcomes of specific measures, which makes it difficult to identify best practices: and (3) further research is needed to establish when and how access to income opportunities or goods and services leads to the advancement of women's rights and their strengthened agency, and to systemic changes affecting existing gender norms.

Stagnation of Women Taking Senior Leadership Roles. Grant Thornton International Business Report (2015) in the paper 'Women in Business: the path to leadership' which covered Latin America North America and Asia Pacific, highlighted that, in light of the broad stagnation of women taking senior leadership roles globally, four highlights on the fascinating insight into perceptions of what has helped and hindered leaders along the road to senior management are presented, to wit:

(1) Parenthood and family care require women to make more sacrifices. The advancement of women into senior leadership is hampered by the pressures of child-rearing but parenthood is still viewed as a major barrier to female advancement into senior roles by women;

(2) Women are more likely to work their way up to management support positions. Senior female leaders are more likely to have worked as a more junior member of staff at their current company compared with their male counterparts;

(3) Women are twice as likely to cite gender bias. The power of stereotypes and gender bias is highlighted as a significant barrier on the path to leadership. The women we interviewed were almost twice as likely to cite gender bias as their male peers (19% vs. 10%), although there is significant variation between regions.

(4) Men and women network differently. Formal business meetings are still overwhelmingly the principal means by which senior leaders, both men and women, achieved their current role. However while men used networking events or conferences more than women did, the women used their social or online networks more.

Inclusive Business in the Philippines

Asian Social Enterprise Incubator, Inc. (ASEI) (2013), in the paper, Inclusive Business Study in the Philippines, found out that overall, the Inclusive Business and impact investment is a very nascent concept in the Philippines, defined by a low awareness among the business,

finance and donor community and a lack of an enabling eco system. As a result, only 2 dedicated impact investments worth total of USD 3 million were undertaken in the Philippines in the last three years. In addition, IFC invested USD 75 million in Manila Water from 2003 to 2005 (page 1, par. 5). There were 70 companies with inclusive business models in the Philippines in 11 industries which engage the BoP mainly as a consumer, supplier and distributor. This compares to a potential of 20,000 social enterprises as identified by the ADB and the over 300,000 NGOs active in the Philippines (page 1, par. 6). On average, Philippine inclusive businesses are looking for debt financing in the range of USD 0.5 to 10Mio at interest rates between 4% and 8%. Selected equity deals of the same size are also sought with IRR expectations of 10% to 20%. The time frame is equally divided between short, mid and long term funding (page 1, par. 7). The following are additional findings culled from the research, to wit:

- (1) The inclusive business sector in the Philippines utilizes mainly the BoP as consumer and BoP as supplier mode of engagement in a variety of sectors with a focus on agribusiness, finance and manufacturing (page 26, par.1);
- (2) The companies with inclusive business models mirror the positive macro economic assessment of the Philippine economy and are optimistic to achieve their growth potential (page 27, par. 2);
- (3) The companies in the study confirm also the results of the macro economic assessment that the major barrier to company growth is the regulatory environment. Additionally, the lack of government incentives and the lack of access to capital was cited as major growth barriers for IB (page 27, par. 4);
- (4) The consumer model is the most often used strategy for engaging the BoP among inclusive businesses in the Philippines providing or increasing access to products and services to the low income population. On average the companies engaged 943,000 customers and until 2016 this number is expected to increase to 2,055,000, an increase of 118%(page 29, par. 1);
- (5) The agricultural sector makes up the largest share of the inclusive businesses in the Philippines, followed by financial services and the manufacturing sector. Combined they comprise over 50% of the inclusive businesses in the study. The others sectors are less prominent but also exhibit profitable and impactful inclusive business models (page 34, par.1);
- (6) The three main reasons for engaging the BoP are growth and profitability, company and brand reputation enhancement and innovation (page 41, par 2.);
- (7) The major benefits companies experience when implementing inclusive business models are the creation of shared value, increased sales, improved reputation and stable supply of inputs (page 43, par 1);
- (8) According to the companies, the most important benefits the BoP experiences when they are included in the inclusive business models are the increased income, and the access to new products, services and technical assistance (page 44, par. 2);
- (9) The major difficulties experienced by the companies in engaging the BoP can be divided into internal and external challenges. On the company side the lack of information about the BoP and the high start up cost of BoP initiatives top the list whereas the major external challenge is the lack of qualified BoP participants as counterparts for the company and a general lack of information about the BoP (page 45, par. 2);
- (10) 71% of the companies have dedicated CSR activities and 49% manage the CSR activities through their own corporate foundations. Both results show the importance that those companies place on social responsibility.

- (11) All companies have a specific BoP strategy but utilize different ways to execute this strategy. 75% have integrated the BoP strategy implementation with the line management whereas 25% use a specialized unit (page 47, par 2); and
- (12) Debt financing in the range of 0.5-10Mio is the major funding need for inclusive businesses in the Philippines, with selected equity deals possible in the same range. A sector agnostic approach and individual assessments of each deal opportunity are recommended. Restrictions based on sector and mode of engagement is not recommended as the study did not reveal a qualitative difference based on sector and modes of engagement parameters (page 53, par 1).

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Furthermore, ASEI (2013) identified 70 companies with inclusive business models in the Philippines in 11 industries engaging the BoP mainly as a consumer, supplier and distributor. This compares to a potential of 20,000 social enterprises as identified by the ADB and the over 300,000 NGOs active in the Philippines.

The Women as Prime Movers in Inclusive Business

Women and Inclusive Business

Women make up 40 percent of the world's work force today, and many of the sectors critical for economic growth in some of the poorest countries rely heavily on women employees, such as agribusiness, tourism, textiles and garments, and others. (International Finance Corporation, 2011)

The International Labour Organization (ILO) encountered several important studies that have concluded that women's participation in decision-making is positive for business outcomes, though some indicated there might not be a direct causal link. (ILO, 2015)

ILO also cites a 2011 report of the organization Catalyst16 that found that Fortune 500 companies with the most women board directors outperformed those with the least by 16 per cent on return on sales. Furthermore, companies with the most women on their boards outperformed those with the least by 26 per cent on return on invested capital. Furthermore still, companies with high representation of women – three or more – on their boards over at least four to five years, significantly outperformed those with low representation by 84 per cent on return on sales, by 60 per cent on return on invested capital and by 46 per cent on return on equity. (ILO, 2015)

Increasing women's economic opportunities in the APEC region and in the world is grounded on the following justifications: (1) women comprise half of the human resources of many economies and evidences show that economies do better when women are harnessed; (2) it is a moral imperative and is a matter of fairness and equity; and 3) women have the right to (economic) development. Currently, women's participation is skewed toward the micro and small enterprises and most function as own account workers or self-employed entrepreneurs in the informal economy, especially in the developing countries. (Lazo, 2015)

The Asia-Pacific Economic Cooperation (APEC) (2014) in their study of 50 Leading Companies for Women in APEC found seven key factors found in this project for successful practices that companies have undertaken to contribute towards greater opportunities for women to take on more leadership roles and to be included further into economic activities:

- (1) Strong commitment by leadership is a key component for successful policies to support women's participation and leadership;
- (2) Policies that provide equal opportunities based on merit and respect employees' lives naturally attract and retain women;
- (3) Recruitment of women is an important tool for building the foundation for women's participation;
- (4) Personal relationships and communication among peers are valuable tools to build a culture of diversity;
- (5) Evaluation is an important component of successful diversity programs;
- (6) Companies with successful gender equality programs often pursue external policies and partnerships; and
- (7) Supporting women's economic opportunities frequently intersects with support for traditional communities and crafts.

The Philippines. According to Motoo Konishi, World Bank Country Director, "Behind the border" reforms toward enhancing economic opportunities for women is work in progress during the Ninoy Aquino leadership. Many of the reforms are being put in place and their impacts on job generation and inclusive growth are yet to be seen. The current increment in national growth rate and the upgrading of the global competitiveness and financial ratings could be signs that the structural reforms are making a difference. In the recent Philippine Development Forum, the country director of the World Bank said that the Philippines is no longer the sick man of Asia. More positively, he states that it is now the rising tiger. The fight against corruption is being waged with determination and it is paying off. Transparency is improving everywhere in government. There is macroeconomic stability and the fiscal situation of the government is sound and improving. (Lazo, 2015)

In fact, Punongbayan & Araullo (2014) found that Filipino business leaders offer flexible work arrangements, mentoring and coaching, and paid maternity leave beyond what is legally required. Moreover, Filipino business leaders either run specific programs to support or mentor women in their organization and/or are currently considering launching one. Globally, according to Punongbayan & Araullo, only 11 percent of respondents have such programs in place, and an overwhelming 70 percent admitted they have no plans of starting one.

Furthermore, Lazo (2015) also highlighted that Broad based reforms stand to benefit women's economic opportunities to the extent that they make the business environment more enabling. These reforms include: 1) significant infrastructure improvements; 2) improvement of the environment of the environment for the private sector to generate jobs, especially in agriculture and tourism; and 3) the matter of restoring manufacturing as a job generation strategy needs to be further thought out and if possible, put into practice.

While the International Labour Organization (2015) found that women have made many gains in access to education, and it follows that they have increased access to employment, and that a third of the world's enterprises today are run by women, which means that their

management skills are increasingly recognized as well, and that there is more and more evidence that achieving gender balanced and diverse management teams at all levels in the hierarchy produces positive business outcomes, yet there are age-old gender stereotypes that still overshadow women's contribution to businesses. Top of the list of stereotypes across all social and cultural contexts is their ability to balance work and family responsibilities. Women business owners are mostly concentrated in small and micro businesses, and less than 5 per cent of CEOs of the largest global corporations are women. Thus, the higher up the corporate ladder and the larger the organization, the fewer the women.

New research from the Grant Thornton International Business Report (IBR) reveals that despite a groundswell of discussion and debate, the proportion of women holding the top jobs around the world remains at just under a quarter. Filipinas, on the other hand, improved their numbers in executive offices, landing the Philippines third in the league table of countries based on the proportion of women holding senior posts.

Punongbayan & Araullo (2014) released the Grant International Business Report that revealed that In the Philippines, the proportion of senior roles filled by women is 40 percent, an improvement from last year's 37 percent. The survey also found that in the country, board of directors are on average composed of 6.53 people, with 2 of those being women. That puts the proportion of women directors at 31 percent, compared to the global average of just 17 percent. The IBR also looked into the roles women play in upper management: This year, there are more Filipina CEOs – from 23 percent last year to 37 percent; and COOs – from 15 percent last year to 26 percent. The proportion of Filipina CFOs remains steady at 59 percent. Globally, only 19 percent of CEOs are women. The most common role for women is that of HR Director, at 36 percent.

The ADB (2016) found that the Government of the Philippines is working on an inclusive business accreditation scheme. Such a scheme could also include gender-specific indicators. Accredited companies could be given tax benefits or preferential status when it comes to public procurement. Because women face greater hurdles in setting up businesses than do men, governments can establish gender-based incubation funds to provide additional financing support to women through public private partnerships (PPP). Business incubation support for women gives women a forum in which to find help specific to their needs, priorities and goals. (p. 40, par 2)

Inclusive Business in the Philippines through Successful Women-led Social Enterprise

As many developing countries, Philippines is making vigorous efforts to attract and facilitate private investment in agriculture with the expectation that such investment will contribute to production growth, poverty reduction and food security. However, recent research has highlighted that investments do not necessarily produce positive results. Several studies have shown that certain types of investment, in particular large-scale land acquisitions, have led to negative effects such as displacing small farmers, undermining or negating existing land and labour rights, reducing food security and increasing livelihood vulnerability. Conversely, investments adopting inclusive business models and respecting rural populations' rights seem to be more beneficial for small farmers and workers. (FAO, 2015)

Unifrutti. Unifrutti engages with local rural communities through two main agribusiness models: growership arrangements with agrarian reform cooperatives, and a corporate-managed plantation, among others. This report focuses on the analysis of the business relationship between Unifrutti Philippines and three different cooperatives, as well as on the operations of one corporate-managed plantation – MKAVI, a subsidiary of Unifrutti. The cases analysed in this report show that the investment models and contractual arrangements implemented by Unifrutti -a major private company producer, processor and exporter of pineapple and banana in the Mindanao Region- have had positive implications for the livelihood of the rural communities involved. However, the study also demonstrates that women and men have not equally benefitted from the investment opportunities. An important lesson learned is that gender neutral practices and approaches do not necessarily lead to gender equitable results. Instead, both investment schemes and policy frameworks need to recognize and address the differentiate needs and priorities of women and men to ensure more gender equitable distribution of benefits.

SALt. Aisa Mijeno had worked in the IT industry until 2008, when she quit to pursue her desire to do volunteer work. She applied for the position of direct dialogue campaigner at non-government organization Greenpeace Philippines and lived off her savings. At Greenpeace, she was exposed to the living conditions of poor families in rural areas. In one of her immersions, she witnessed first-hand how hard life is for millions of Filipino families living off-grid. For these families, life stops after dark and the night is just for sleeping. Lighting up their homes takes a lot of effort. They need to cut wood to create fire, or walk long hours to the nearest town to buy fuel for their lamps. This experience led her to the idea for her startup SALt or Sustainable Alternative Lighting. With help from Philippine incubator Ideospace Foundation, Mijeno developed a lamp that doesn't require electricity, batteries, or even fuel to run – just salt and water. Mijeno's team aims to bring the lamp to poor homes in the region.

Rags2Riches. Since 2007, Reese Fernandez-Ruiz and her team have been helping women in poor communities in the Philippines make a living from weaving eco-ethical fashion and home accessories for their startup Rags2Riches. This year, Fernandez-Ruiz was recognized by Forbes in its prestigious annual list of 30 Under 30 Social Entrepreneurs. Forbes said she belongs to “an elite group of people who are directing their talent and conviction to better the world.” Fernandez-Ruiz's Rags2Riches sells accessories created out of upcycled scrap cloth, organic materials, and indigenous fabrics online and in retail stores. The startup has trained 900 people in the business – mostly women who reside in one of the Philippines' biggest dump sites. Before Rags2Riches entered the picture, the women were engaged in handicraft production and had fallen prey to middlemen, who unfairly controlled their access to the market.

South Africa. The Department of Trade & Industry (DTI) (2011), in a paper entitled “Towards An Enabling Environment For Women Economic Empowerment In South Africa: Analysis of Gender and Women's Economic Empowerment,” found that the development of women's enterprise (citing Mayoux, 2001) contributes in the following ways:

- (1) Economic growth, because of women's increasing prominence in the small-scale sector. Increasing the profits and efficiency of women's enterprises is therefore essential to growth within the small-scale sector and the economy as a whole;
- (2) Poverty alleviation and employment creation, because women are generally poorer than men, spend more of their income on their families, and operate more labour-intensive enterprises using female labour;
- (3) Economic, social and political empowerment for women themselves through increasing women's access to and control over incomes and working conditions. This then gives them greater power to negotiate wider economic, social and political changes in gender inequality.

Furthermore, the DTI in South Africa, reported that the World Bank, in 2006, launched its Gender Action Plan to promote women's empowerment in the economic sectors, and in particular in infrastructure (i.e. energy, transport, and water and sanitation), agriculture, PSD, and finance. Part of the strategies to ensure the attainment of objectives include (1) intensifying gender mainstreaming in operations of the World Bank and the International Finance Corporation (IFC), as well as through regional economic and sector work; (2) mobilising resources to implement and scale up results-based initiatives that empower women economically; (3) improving the knowledge and statistics on women's economic participation and the relationship between gender equality, growth, and poverty reduction; and (4) undertaking a targeted communications campaign to foster partnerships on the importance of women's economic contributions and to execute the plan.

Indonesia. According to Ford Foundation (2013), in the paper *Developing the Business Case for Investing in Inclusive Business in Indonesia: A Market Scoping Study*, the Asian Development Bank's (ADB), through its long-term 'Strategy 2020' has defined inclusive growth as one of its three main strategic pillars to combat poverty by broadening economic and social opportunities for lower-income and excluded groups. Its strategy predicts that 50% of ADB investments by 2020 will come from either non-sovereign activities or supporting private sector development objectives. As such, inclusive business may represent a key inclusive growth strategy, a catalyst to private sector development that could accelerate economic growth by integrating the low-income segment into their value chains. Companies improve their bottom line and the low-income segment benefits from new income and employment opportunities and access to goods and services that can contribute to their livelihoods.

Czech Republic. Kroupova, (2009) pointed to what he calls 'clear tendencies' to strengthen the women's positions in countries where they are already strong. "Given the dramatic changes taking place in society, the economy, and technology, 21st century organizations need to engage in new, more spontaneous, and more innovative ways of managing," (citing Adler, 2006) There are examples of companies that have realized the necessity to change their course from the "old-boys-club" to diverse management composition and really care for all talented people within the organization.

Kroupova further stated that the situation in the Czech Republic seems to be promising for women in respected companies caring about their Public Relations. The existence of organizations focusing on gender studies also brings results. The best companies to work for, based on the results of The Competition for the Best Company with Equal Opportunities in the Czech Republic include: IBM Czech Republic, Mediatel, Microsoft, and Allianz Pojišťovna in 2007.

In 2006, the winning companies were: AIR PRODUCTS spol. s r.o., IBM Česká republika spol. s r.o., Microsoft s.r.o., and Citibank a.s. In 2005, the winners were Hewlett-Packard, s.r.o., IBM, s.r.o., Oskar Mobil, a.s., and PricewaterhouseCoopers. There are other companies to be watched too, for example O2 (former CZECH TELECOM and Eurotel), which has launched a program called WOW - Winning Opportunities for Women, aiming at reaching a higher proportion of women in management, including in the highest positions (citing Sokačová, 2006). (p. 40)

Singapore. Green et. al in a study of female business owners in Singapore reported the women were reported as motivated by the desire to become their own bosses. They were educated, had prior work experience, and desired freedom and flexibility to meet the combined responsibilities of work and family. They owned small service and retail businesses that they had started largely with personal capital and loans from family and friends (Cooper & Goby, 1999). Women in the study believed that they possessed greater entrepreneurial abilities than men (citing Ljunggren & Kolvereid, 1996).

Ukraine. Garten, Johnson, & Buko (2013) reported that the driver for starting personal business for women in Ukraine was the fact that many Ukrainians had to become self-employed due to harsh life circumstances. They initiated their businesses when it was difficult to secure any jobs in the market as well as because of family situations where they needed to become providers. The results also show that “past success” in the earlier economy motivate them to keep going in the difficult time now. However, the authors found that many recommended to younger entrepreneurs that they “not start their own businesses” because doing such is now more difficult with the current economic and political situation in Ukraine than it was a few years ago.

Accordingly, Garten, Johnson, & Buko (2013) found that female business owners in Ukraine consider the following conditions as drivers of entrepreneurship: (1) enjoyment in the running their own businesses in spite of the challenges: They find it very difficult at times but do not regret the choice they made to begin the business; (2) following a personal need for self-development and enjoy what they are doing even though it is difficult to run a business in Ukraine; (3) the family was a major source of motivation, support, and encouragement and not a detriment to success. However, as Ukrainian women noted also that the society around them did not provide this because there are few Entrepreneurial Networks, Support Groups and Governmental Initiatives to provide the support that they need.

Furthermore, Garten, Johnson, & Buko (2013) had respondents who articulated various barriers for women who run small and medium sized enterprises, including bribes, the need for personal connections in high places and the lack of governmental support (instead, the government often interferes), lack of financing for small businesses, lack of staff/talent at the market (not qualified personnel in the regions), market challenges, and governmental regulatory issues/bureaucracy are perceived as barriers. One challenge mentioned to business growth was the need for qualified and dependable personnel and the difficulty in finding them. This seems counterintuitive in a country with a weak job market and an educated workforce such as Ukraine. There are complaints about the difficulties of having a personal business and the presence of unbelievable and unbearable challenges, paperwork, difficult governmental

checks, presence of competition from big businesses, and difficulties in recruiting and retaining qualified and competent staff because they are drawn to the bigger cities and the capital.

Peru. Asian Development Bank (2016) found that in Peru, women are more likely to start a business than men. Women operate more than 40% of micro, small, and medium enterprises (MSMEs), but only 35% of all women have an account at a formal financial institution. MiBanco, a market-leading Peruvian microfinance institution, set out to fill the gap. The share of microloans in their portfolio given to men and women is relatively equal. To date, it has provided loans to more than 450,000 women micro-entrepreneurs. Women receiving loans typically engage in wine, tailoring, and food businesses. Loans vary according to the type of business (between \$93 and \$1,550); credit periods range between 3 to 12 months, according to the loan holder's income cycle.

Asia and Latin America. The Asian Development Bank (2016) underscored that by involving women in a company's core operations or value chains, inclusive business addresses the need to expand women's access to goods, services, and income opportunities in ways that dignify their economic contribution and promise. Here are some other important results in ADB's study entitled "How Inclusive is Inclusive Business for Women? Examples from Asia and Latin America," to wit:

- (1) Indeed, inclusive business and women's economic empowerment go hand-in hand, as inclusive business (a) targets low-income people, and women are disproportionately affected by poverty; (b) focuses on sectors and issues relevant to low income women; and (c) is designed for mutual benefit, aligning development impacts with core business goals. Initial evidence shows that inclusive businesses are bringing positive change to women's lives Inclusive businesses are active in sectors with a high relevance for women;
- (2) Companies often rely on women as agricultural producers, employees in the manufacturing and education sectors, or sales agents in the retail and information and communication technology (ICT) sectors. Compared to mainstream business, inclusive businesses benefit women by paying higher wages or prices and taking care of health and safety concerns, among other things. They also cater to women's needs when they supply energy, water, education or health services;
- (3) Inclusive business can contribute to women's economic empowerment by creating economic opportunities for low-income women. And while the model bears considerable potential for promoting women's empowerment and gender equity, not every inclusive business will inevitably empower women. Targeted action is required to bring about effective change (page 1);
- (4) Inclusive businesses invest in women for two reasons: because they are a critical part of their value chain, or because they see a new growth market. The first type of companies invest in women because they make up the vast majority of the workers or producers in their value chain or in their sector. This includes, for example, companies in the textiles sector that empower their women workers or agribusinesses that provide opportunities to women producers. The second type of company invests in addressing women's underserved needs because they are an untapped market. For example, companies providing maternal health care services, access to financial services, or energy services. While both approaches

create benefits for women, they do not necessarily require or result in empowering women. The review of cases suggests that empowering women is taken much more seriously by businesses that employ women; less so where they act as suppliers or customers. (page 32, par. 1)

- (5) Action from all stakeholder groups is necessary to make inclusive business work for women. Addressing women's needs is a complex social process that relies on the determination and collaboration of all societal actors. The public sector needs to provide incentives and a legal framework in support of women's rights. NGOs and development organizations have the practical skills and insight to develop local and high-impact measures, and may effectively employ these in partnerships with companies. Research needs to focus more on identifying practical examples of effective and ineffective approaches (page 37).

In Asia and Latin America, ADB (2016) found four broad gender-based constraints, which are pervasive throughout the developing world. These constraints are often more pronounced within low-income communities, where traditional social patterns persist, than they are within more affluent communities, to wit:

- (1) multiple commitments. Working women must balance paid work with family and childcare responsibilities, and household chores. This multiple burden means financial incentives are not enough to retain women in the workforce. Companies must also provide alternative support systems to replace women's unpaid work in the home;
- (2) gender-based expectations. What is expected of women, and what is considered inappropriate, are often narrowly defined. These expectations shape women's self-perceptions and aspirations. Women, especially in low-income communities, are often primarily seen as caregivers and homemakers, rather than successful employees, entrepreneurs, producers, suppliers, or distributors;
- (3) lack of rights and agency. In some countries, women are not allowed to make decisions for themselves. There are cases where women are expected to relocate to their husbands' home and limit their activities to household chores. Even women who earn a significant portion of their household's total income often do not have the power to decide how it is spent; and
- (4) lack of skills. Companies attempting to recruit female employees often encounter high levels of illiteracy, especially among poor rural women. Reports show that it is difficult to recruit trained female teachers in rural India. Some business organizations encounter low literacy rates, even among women training to become milk collectors while there are high levels of financial illiteracy reported among primarily female microfinance customers.

Grant Thornton International Business Report (2015), in the paper "Women in Business: the path to leadership," discovered that the proportion of senior roles held by women has barely changed over the past decade. While Eastern Europe leads the way, and there has been some progress in Europe, the countries of Japan, India and Germany, however, remain at the bottom of the rankings. Furthermore, the proportion of senior roles held by women varies enormously by industry. Furthermore, women tend to be over-represented in service industries such as education, healthcare and hospitality, while the

leadership teams of more traditional, primary industries such as manufacturing, transport, construction & real estate, mining & quarrying are overwhelmingly made up of men.

The International Labour Organization (2015) enumerated 14 ranking barriers to women's leadership. These are: (1) Women have more family responsibilities than men; (2) Roles assigned by society to men and women; (3) Masculine corporate culture; (4) Women with insufficient general or line management experience; (5) Few role models for women; (6) Men not encouraged to take leave for family responsibilities; (7) Lack of company equality policy and programmes; (8) Stereotypes against women; (9) Lack of leadership training for women; (10) Lack of flexible work solutions; (11) Lack of strategy for retention of skilled women; (12.1) Inherent gender bias in recruitment and promotion and (12.2) Management generally viewed as a man's job; (13) Gender equality policies in place but not implemented; and (14) Inadequate labour and non-discrimination laws.

Japan. In Japan, METI, Ministry of Economy, Trade & Industry started "Japan Inclusive Business Support Center" in Oct. 2010, where METI and JETRO, Japan External Trade Organization, established an Information Portal Site for BoP/Inclusive businesses. After that, JETRO sent business missions accompanying Japanese businesses to cultivate BoP/Inclusive businesses in Asia, Africa and South America. JETRO has also placed local coordinators that support Japanese companies in Bangladesh, Ethiopia, India, Indonesia, Kenya, Nigeria, Pakistan, Peru and Tanzania. JICA, Japan International Cooperation Agency started support programs for BoP/Inclusive business feasibility studies while promoting partnerships with local communities. JICA has already supported about one hundred feasibility studies all over the world, where many Japanese SMEs struggle to sort out their business plans. Many Japanese companies have a long history of training their foreign employees in Japanese business practices, often using training courses by the Japanese government. Many of their foreign trainees become ministers & business leaders in their home countries. They have voluntarily established alumni associations in countries such as Africa, India and China. They diffuse Japanese management style to local businesses and, in doing so, increase the mutual welfare of local communities. Through these experiences, Japanese SMEs & big businesses have great potential to contribute more by nurturing the concept of inclusiveness and developing the notion of mutuality (Mori, 2014).

The Japan International Cooperation Agency (JICA) has been implementing PPPs in the developing world, particularly in Southeast Asia, East Asia and Africa, with a focus on infrastructure development, improvement of the business enabling environment, public services, and collaboration with BOP-oriented companies.¹³⁹ In 2008, JICA established a special office dedicated to their collaboration with the private sector—the Office of Private Sector Partnership. Japan views its private sector work as a way to empower developing countries to create a society that can reap the rewards of economic development through their own efforts. With a growing awareness of CSR, Japanese companies are now beginning to implement social programs and are interested in establishing BOP businesses in developing countries, often with JICA's assistance. Additionally, JICA is helping to promote technology and knowledge transfer between Japanese companies, especially SMEs, which can offer targeted solutions to socio-economic problems in developing countries (Ion, A., Beyard, K. and Sedaca, S. , 2014).

Support for inclusive business is a key priority for JICA. It currently has an initiative specifically designed to support companies to target the base of the pyramid. Through the BoP Business promotion program (annual budget of €10 million), JICA finances the cost of feasibility studies for companies that have submitted competitive proposals for projects targeting the base of the pyramid.¹⁴¹ JICA has already supported about one hundred feasibility studies all over the world, where many Japanese SMEs struggle to come up with viable business plans for the context (Ion, A., Beyard, K. and Sedaca, S. , 2014).

Government and Other Stakeholders' Roles Inclusive Business Environment

Improving Inclusive Business

The APEC Investment Experts' Group (2015) underscored the government's critical role in identifying regulatory enablers and barriers and providing the necessary physical infrastructure for inclusive business opportunities. The following directions are worth considering:

Women of APEC economies have the possibility of expanding women's economic opportunities through practical measures: (1) empowering women by globalizing their outlook; (2) organizing women entrepreneurs in the formal and informal sectors, technical and vocational education, leadership and political representation, more attention to micro-entrepreneurs in the informal economy in order to scale up their enterprises; (3) enhancing women's enterprise competitiveness through innovation and capacity development in entrepreneurship; (4) ensuring enterprise resilience and reducing vulnerability. (Lazo, 2015)

Integrate IB in government programs. Briones (2016) forwarded five proposals, to wit: 1) To address the need for information on specific firms which meet IB standards among CSOs, SFFs, SMES, and LGUs , BOI should establish and scale up IB accreditation; 2) Regarding the roadmaps, targets should go beyond revenue or output, and adopt as well social impact such as jobs generated among the BoP; 3) BOI should institute a Services and Monitoring Lane for IB-accredited projects; 4) Lending institutions financing IB-accredited agribusiness and tourism projects should qualify for enhanced guarantee cover; 5) IB can be further integrated in MSME and SFF development interventions by granting preferential treatment to IB-linked BoP households and their enterprises.

Forge Partnerships for the Development of IB Models. The role of partnership is crucial for developing Inclusive Business models since only a few companies are able to launch these initiatives independently. Partnerships with local grassroots organisations, NGOs, government agencies and international organisations are common. (Corporate Citizenship, 2012)

Role of Development partners. ADB (2016) underscores the need for development partners to help coordinate and strengthen the ecosystem for women-inclusive business, and/or coordinate action and seed innovation Women in IB.

Towards its furtherance, ADB further recommends that donor agencies and the like to facilitate exchange and learning among various actors such as organizing roundtables with companies and/or investors, bringing them together to exchange best practices in women-inclusive business or the development of appropriate monitoring and evaluation schemes and tools designed to measure the impact these businesses have on women. Furthermore, ADB explained that they can also fill gaps in the ecosystem or incentivize others to do so by

commissioning research that enhances our understanding of best practices of women-inclusive businesses, or the creation of monitoring and evaluation schemes, among others.

ADB highlighted further still that development partners can also act as financiers of smaller women-inclusive business inasmuch as it found that the more innovative initiatives that include women often come from smaller social enterprises struggling to finance their pioneering activities. Providing such companies grants and capital could result in important insight of benefit to larger and often more conservative companies. These grants can also support extended periods of expert mentoring which helps companies establish appropriate results-measurement systems that improve performance over time.

Researchers should integrate gender into their analysis. More data is needed to strengthen our understanding of the challenges faced by women as well as their needs and preferences. Research can also establish whether investing in women also enhances the success of an inclusive business. This data can help companies design better measures, and may encourage those companies otherwise reluctant to implement women-inclusive business models. (ADB, 2016)

Universities should include gender-sensitive investing within their curricula. Whereas few investors have skills in gender-sensitive analysis, monitoring and evaluation, few gender experts speak the language of investors. Universities need to foster an exchange between the two disciplines and promote interdisciplinary skills. (ADB, 2016)

Promote internal discussion on women-inclusive business through a portfolio analysis. The ADB, for example, has developed an accreditation system for inclusive businesses with the Government of the Philippines. It is also using a specific ex-ante impact assessment tool for its inclusive business investments that includes various gender and women empowerment components and questions. Once implemented, it will provide direct benefits for companies operating in the Philippines with inclusive business strategies. Investors can work with government and development partners to develop such incentive systems. (ADB, 2016)

Incorporate gender-relevant indicators into investment screening. A useful indicator set must identify more than the number of jobs created for or products sold to women. To develop an appropriate indicator set, investors may consider working closely with gender experts or draw on other investors' experiences through peer exchanges. (ADB, 2016)

Develop investment officers' knowledge of gender issues. Firms boasting more officers with the appropriate knowledge and understanding of the business of investing in women represent a business opportunity. These firms are distinguished as "gendersavvy" impact investors, and their expertise in this can be attractive to recipients and investors alike. Ideally, investment officers would have the capacity to provide technical assistance to companies or work closely with gender experts. Teams featuring a gender expert can strengthen development impact and help ensure the financial success of an investment. (ADB, 2016)

Results and insights should be shared to expedite learning. Investors can publish findings drawing on their experience and promote knowledge creation. Alternatively, they can host roundtable discussions designed to foster an exchange of experiences among peers. (ADB, 2016)

Companies can also source from or partner with inclusive businesses that address women's needs. To do so, a thorough analysis of a company's value chain and potential partners is necessary. If no women inclusive businesses exist, companies can consider supporting their incubation through, for example, their corporate foundation. Manila Water has already enabled the startup of several female-led businesses that deliver a variety of services.

The Need to Effect Social Impact at Scale. The APEC Investments Experts' Group (2015) highlighted the need to effect social impact at scale. Scale can be achieved through company growth and expansion -- developing from a small to a medium or large company, or through replication of IB models and practices by other companies, thereby achieving systemic change.

Companies need to monitor the results of women-inclusive business to ensure tangible impact in women's actual lives. Companies must be resolute in questioning whether they are on the right track. In recent years, much expertise and information has become available on how to measure impact on women's empowerment, even though a common understanding of its measurement remains elusive. It is important to consult this information and, if necessary, invite experts who can help your company design feasible methods. (ADB, 2016)

Government Policy & Development Programs for Women in IB

The Asian Development Bank (2016) pointed out government's critical role in identifying regulatory enablers and barriers and providing the necessary physical infrastructure for inclusive business opportunities. To this end, ADB recommended to policy makers the creation of conditions for women-inclusive business, such as:

- (1) Removal of barriers to women's empowerment in rules, regulations and the law. Legal and policy frameworks need to recognize and enforce women's rights and implement gender-specific measures. Where low income women have control over land and property, they have better economic opportunities and greater decision-making power.
- (2) Legal tenure can give low income women access to credit by providing collateral. National policies targeting micro-entrepreneurs should ease women's entry into the MSME sector by improving women's access to finance, business registration and other formal procedures, and thereby potentially contribute to the overall growth of the MSME sector. In both South and East Asia, where employers bear the major share of costs for maternity leave (around 85 and 60%, respectively), easing employers' burden here will reduce the cost of hiring women.
- (3) Governments can also compile and share data on the Base of the Pyramid, which would help companies better understand low income markets.
- (4) Policymakers should also speak with companies and experts in the field in order to better understand the potential contribution of inclusive business to women's economic empowerment and the challenges facing these models. This public-private dialog can also aid policymakers in formulating policies designed to create an enabling environment (p. 40, par. 1).

Furthermore, the ADB (2016) also Policymakers can foster global dialog and exchange. Governments can raise awareness of inclusive business models and promote insight on their impact. Award programs such as the G20 Challenge on Inclusive Innovation raise awareness of successful inclusive businesses and allows inclusive businesses to learn

from each other. The Asia-Pacific Economic Cooperation's (APEC's) High-Level Dialogue on Inclusive Business brings together global thought leaders from the public and private sector to explore inclusive business opportunities in achieving sustainable and inclusive growth in the region. Such exchange can also include women-focused strategies. (p. 40, par. 3)

Briones (2016) clarified that various other government programs are related to inclusive business. The following observations are relevant for integrating IB into these programs:

- (1) The government's initiatives with respect to industry roadmaps and clusters provide an important opportunity to nurture business alliances, including IB or networks promoting IB. Likewise, the clusters and roadmaps, being multi-sector initiatives, are excellent opportunities to introduce IBs to a broad group of stakeholders;
- (2) As for investment promotion based on fiscal incentives, problems have been noted in the country's investment incentives regime, underscoring the need for reforms. These reform initiatives create an opportunity to integrate IB in the country's investment promotion regime;
- (3) On paper there is a strong commitment towards an agribusiness and value chain approach towards developing the small farmer and fishers (SFF). However the policy pronouncements contrast sharply with budget priorities and implementation. An agribusiness-based approach to agricultural development will benefit greatly from an IB accreditation scheme. Based on initial meetings, the multi-stakeholder mechanism within DA, namely the Philippine Council for Agriculture and Fisheries (PCAF), has welcomed further discussion to explain and disseminate IB models to the various stakeholders.
- (4) Lack of finance is a major obstacle to MSME and agri-enterprise development. Instead, government financial programs can phase in value chain participation of IBs as part of its strategy for an inclusive financial sector. Government can support this by providing guarantees.
- (5) Mandatory allocation for BoP sectors is unlikely to be acceptable to financial institutions. The disadvantage to mandatory allocation is that they contribute to raising the cost of financial intermediation across-the-board.
- (6) Tourism policies and programs are not specifically designed to engage the base of the pyramid.
- (7) The government imposes a mandatory allocation for socialized housing, and offers generous subsidies for homeowners. Subsidy schemes are provided at huge fiscal cost by providing implicit and explicit subsidies that do not meet their target clientele, the low-income households, while crowding out private sector financing.

Growing Inclusive Businesses in the Philippines:

The Role of Government Policies and Programs (pp. 3 & 4)

Grant Thornton International Business Report (2015) forwarded the following 12 recommendations, addressed to society, government, women and business, to help smooth the path for women into business leadership roles, to wit:

For society. There is a need to (1) stop holding female leaders up to a higher standard; (2) end the stigmatisation of men who share childcare; and (3) update the outdated business leadership stereotype.

For Government. There is a need to (4) consider mandating quotas for women on boards; (5) facilitate shared parental leave; and (6) build the necessary infrastructure and legislation.

For Women. There is a need for women to (7) 'put their hand up' for stretch assignments; (8) push themselves out of the comfort zone; and (9) challenge their organisation to tackle gender bias.

For Business. There is a need to (10) make a top-level commitment to support women leaders; (11) design leadership positions to be more attractive; and (12) invest in mentoring and sponsorship programmes.

To increase women's economic opportunities, the constraints and bottlenecks in their participation must be addressed by the national economies and in view of the trade liberalization regime, the common challenges must be addressed at the APEC level. Among the common challenges to women entrepreneurs are access to finance, productive resources including entitlement to land and property rights, and information; sustaining and scaling up enterprises; lack social preparation and technical skills for enterprise building, and readiness for global markets; lack of representation in decision making structures; vulnerability and lack of access to health and socio-legal protection and dearth of data for planning and program impact analysis. (Lazo, 2015)

Scope and Delimitation

The project aimed to understand the engagement of the Base of the Pyramid (BoP), focused on gender-based concerns through various Inclusive Business Models (IBM). The project endeavours to highlight women's economic empowerment as a contributor to the development of IBM including how businesses reap benefits, and overcome challenges through the BoP in the Asia Pacific region.

The study was intended to be participated by 19 APEC member economies with five minimum respondents from each economy, however, only eight of these economies responded, particularly Australia, Chile, Indonesia, Japan, Philippines, Russia, Singapore, and Taipei, on their IBs that contribute to women's economic empowerment in attaining quality growth characterized as balanced, inclusive, sustainable, innovative and secured.

Despite constant follow-up from the targeted respondents, only 28 respondents across the eight economies completed the survey, with Australia (2), Chile, (1), Indonesia (3), Japan (2), Philippines (13), Russia (5), Singapore (1), and Taipei (1).

The targeted sample from these eight economies who responded is 40, however, the response rate or completion rate is only 42.50%, excluding the excess of eight from the Philippines, but, 70.00% if the excess from the Philippines is included. Since, the majority of the additional eight from Philippines came from Women in Inclusive Business (WIB), they were included as respondents in this study.

Chapter II

REVIEW OF RELATED LITERATURE & STUDIES

Section 1. Summary of Abstracts of Studies and Reports

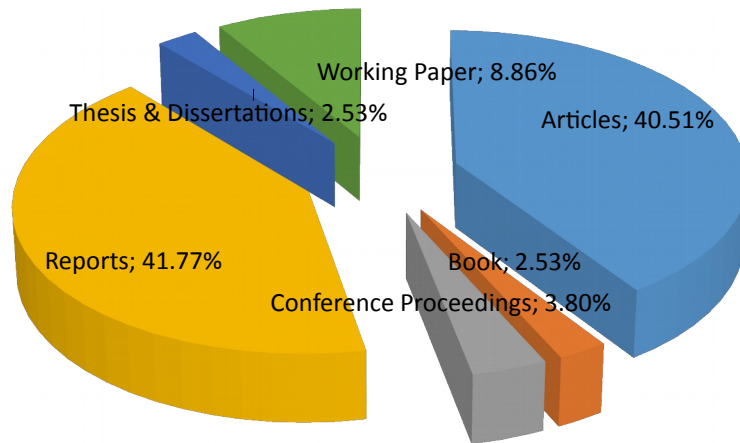


Figure 2. Distribution of Abstracts of Studies and Reports Utilized in this report

Figure 2 shows the sources of the seventy-nine (79) abstracts of studies and reports on women, the role of women in the business, women as entrepreneurs, inclusive business, women and inclusive business, government's role in inclusive business, and the impact of inclusive business in the economy. Based on Figure 2, forty-two per cent (42%) are reports conducted across economies, forty per cent (40%) came from published articles online, nine per cent (9%) from working papers, four per cent (4%) from results of conference proceedings, three per cent (3%) from thesis & dissertations, and two per cent (2%) from the books.

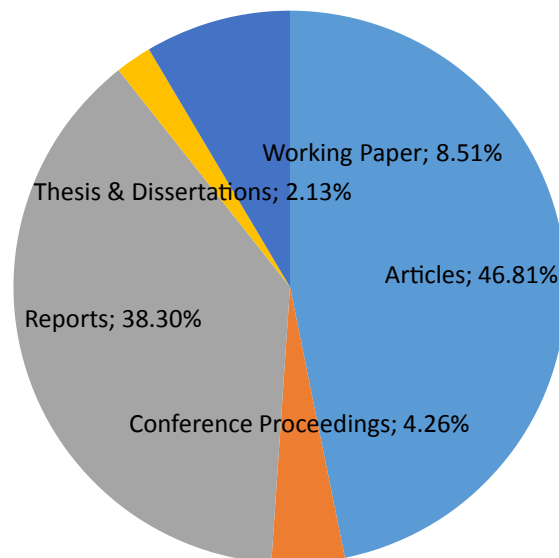


Figure 3. Distribution of Abstracts of Studies & Reports on Women, Women in Business, & Women in Inclusive Business

Women's Business Table							
id	author	title	abstract	1Theme	2Theme	3Theme	4Theme
1	Chandana	Women, Entrepreneurship and the Opportunity to	Entrepreneurship	Women	Enterprise	Social	
2	Shamsul Hana Abd Rani, Norashidah	Factors That Influence Women Entrepreneurial Success	Business	Women	Entrepreneur	Women	
3	Gerson Aldana and Somanath Thiagarajan	Inclusive Development in Sericulture Through Empowerment: A Case Study in Malda District, West Bengal	Empowerment	Female			
4	Katie McCracken, Sergio Marquez, Dr. Caleb Kwong, Professor Ute Stephan, Professor Adriana Castagnoli, and Marie Dlouhá	Women Entrepreneurs and Economic Development in Nigeria: Characteristics for Success	Women Entrepreneurs	Impact	Economic		
5	Veena Rao, Venkatachalm. A, H.G. Joshi	Women's Entrepreneurship: closing the gender gap in access to financial and other services and in social	Women Entrepreneur	Social			
6	Pooran Wyncarczyk & Jayne Graham	Women, Business and Human Rights: A background paper for the UN Working Group on Discrimination Against Women	Women				
7	Saskia Vossenber	A Study On Entrepreneurial Characteristics And Success Of Women Entrepreneurs Operating Fashion And Apparel	Women Entrepreneurs				
8	Hina Shah	Women Entrepreneurship Promotion in Developing Countries: What explains the gender gap in entrepreneurship	Women Entrepreneurship	Women			
9	Syed Shah Alam, Mohd Fauzi Mohd Jani, and Nor Aslah Omar	Creating An Enabling Environment For Women Entrepreneurship	Entrepreneurship	Women			
10	Siri Terjesen, Ruth Sealy, and Val Singh	An Empirical Study of Success Factors of Women Entrepreneurs in Southern Region in Malaysia	Business	Women			
11	David	Women Directors on Corporate Boards: A Review and Research	Gender				
12	David	Whose Story is it Anyway? Narrative Accounts of the Role of Women in Founding and Establishing Family	Business	Women	Business	Women	Impact Economic
13	Germaine Ibro, Joan Fulton, James Lowenberg-DeBoer	Transformation	Business	Women	Business	Women	Impact Economic
14	Gina Zabludovsky	Whose Story is it Anyway? Narrative Accounts of the Role of Women in Founding and Establishing Family	Business	Women	Business	Women	Impact Economic
15	FRANÇOIS HAINARD AND CHRISTINE	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
16	Radhika Balakrishnan, Lisa Cowan	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
17	FRANÇOIS HAINARD AND CHRISTINE	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
18	Radhika Balakrishnan, Lisa Cowan	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
19	FRANÇOIS HAINARD AND CHRISTINE	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
20	Radhika Balakrishnan, Lisa Cowan	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
21	FRANÇOIS HAINARD AND CHRISTINE	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
22	Radhika Balakrishnan, Lisa Cowan	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
23	FRANÇOIS HAINARD AND CHRISTINE	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
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32	Radhika Balakrishnan, Lisa Cowan	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
33	FRANÇOIS HAINARD AND CHRISTINE	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
34	Radhika Balakrishnan, Lisa Cowan	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				
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50	Radhika Balakrishnan, Lisa Cowan	Factors Affecting Success for Women Entrepreneurs in West Africa: The Case of Kossai, a Value-Added Cowpea	Women Entrepreneurs				

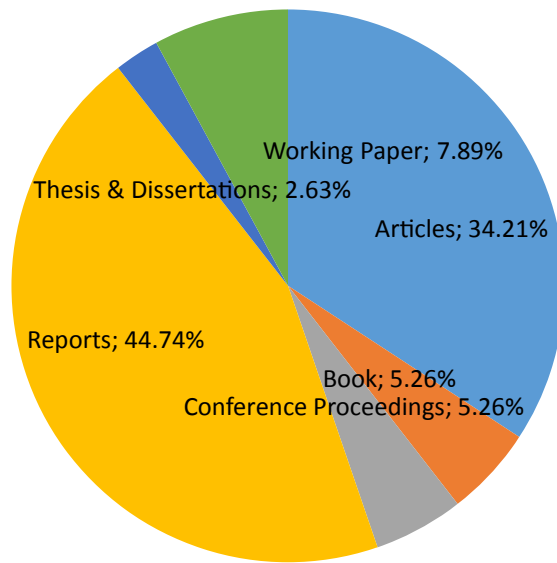


Figure 4. Distribution of Abstracts of Studies & Reports on Inclusive Business

Social Inclusion Table							
Year	Author	Title	1Theme	2Theme	3Theme	4Theme	5Theme
2012	Humbert & Ezequiel	Gender Inequality and Economic Growth	Women	Gender	Enterprise	Social	
2012	Ezequiel	Organizational Models for Inclusive Business	Inclusive Business	Base of the Pyramid (BOP)	Enterprise	Social	
2012	OECD/EU	Successful Implementation of BoP Ventures	Business	Inclusive			
2012	Stuart Hart, Sanjay Sharma, and Minna	Poverty, Strategy, and Development	Business	Inclusive	Low-income	Sustainable Development	
2012	Katie McCracken, Sergio Marquez, Dr. Caleb Kwong, Professor Ute Stephan, Professor Adriana Castagnoli, and Marie Dlouhá	Women's Entrepreneurship: closing the gender gap in access to financial and other services and in social	Women Entrepreneurs		Social		
2012	Mori, K.	Practitioner Hub for Inclusive Business	Business	Inclusive	Government Support		
2012	Kolk, Miguel Rivera-Santos, and	Bottom of the Pyramid (BOP) Concept	Bottom of the Pyramid		Base of the Pyramid (BOP)		
2012	Ezequiel	Models	Business	Inclusive	Base of the Pyramid (BOP)	Enterprise	Business
2012	Tea Golja & Samanta Požega	Inclusive Business –What It Is All About? Managing Inclusive	Inclusive		Base of the Pyramid (BOP)	Inclusive Business	Social
2012	Rev. Adm. (São Paulo)	Inclusive business and poverty: prospects in the Brazilian context	Business	Inclusive	Enterprise	Social	
2012	Bimala Bahar Ali Kazmi	Citizenship: A Model of Inclusive Business	Inclusive Business		Government Support		
2012	Virginie Bonnell and Filippo Veglio	Inclusive Business	Business	Inclusive			
2012	FRANÇOIS HAINARD AND CHRISTINE	Empowerment, Organizations, and Decision	Gender-based	Urban	Women Empowerment	Grass-roots	
2012	Malcolm Harper	Inclusive Value Chains : A Pathway Out of Poverty	Inclusive Value				
2012	Social Enterprise Knowledge	Socially Inclusive Business: Engaging the Poor through	Business	Inclusive	Enterprise	Social	
2012	Conference	Public-Private Dialogue on Investments "Fostering Growth	Business	Inclusive	Government Support		
2012	Conference	Rappler	Growth	Inclusive	Business	Women	APEC Women
2012	Report	A Markets Report for Inclusive Markets	Business	Inclusive	Enterprise	Social	
2012	Report	Harman, R.	Australia	Business	Inclusive	Enterprise	Social
2012	Report	Asian Development Bank (ADB)	How Inclusive is Inclusive Business for Women?	Business	Inclusive	Women	Economic Impact
2012	Report	British	Private	Business	Inclusive	Enterprise	Social
2012	Report	Leonard, Menguito-Ferani	Gender Equality of Unifrutti in Mindanao	Inclusive Business			
2012	Report	Siobhan Kelly, Natalie Vergara, & Heiko	Models for agricultural producer of	Inclusive Business		Government Support	
2012	Report	Colless	Through: Challenges, the Way Ahead)	Business	Inclusive	Base of the Pyramid (BOP)	
2012	Report	Business for Millennium Development (B4MD)	Business	Inclusive			
2012	Report	Ion, A., Beyard, K. and Sedaca, S.	Business (PPPs) da (IBMs) for	Inclusive Business		Government Support	
2012	Report	Nicki Ashcroft	Business network:	Business	Inclusive	Women	
2012	Report	Ford Foundation	Developing the Business Case for Investing in Inclusive	Business	Inclusive		
2012	Report	Social Inc.	Inclusive Business	Business	Inclusive		
2012	Report	Citizenship Corporate	Business: Next Frontier for	Business	Inclusive	Corporate Social	
2012	Report	Wach	Business	Business	Inclusive		
2012	Report	International Finance Corporation	Policy Note on the Business Environment for Inclusive	Business	Inclusive	Government Support	Base of the Pyramid (BOP)
2012	Report	SNV & World Business Council for Sustainable Development	Business	Inclusive	Base of the Pyramid (BOP)	Government Support	
2012	Report	Jordan	Tackling Barriers to Scale: From Inclusive Business Models	Business	Inclusive	Base of the Pyramid (BOP)	
2012	Thesis & D	Samuel J. Conner	Inclusive Business: Using For-Profit Business Models to Address Global Poverty	Business	Inclusive		Inclusive Business
2012	Working Paper	Roehlano M. Briones	Business Model: Philippines	Business	Inclusive	Growth	Inclusive
2012	Working Paper	Pradhan, Rose, and Conor Riggs	Government Development	Value-chain development	Bottom-up	Government Support	Base of Pyramid (BOP)
2012	Working Paper	Rav Tulder, and	Cross-Sector Strategies	Growth	Inclusive	Growth	Inclusive Business

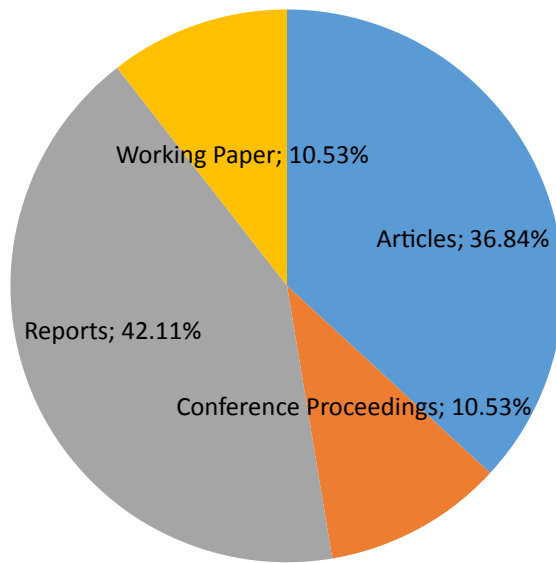


Figure 5. Distribution of Abstracts of Studies & Reports on Government's Support on Inclusive Business

Year	Author	Title	1Theme	2Theme	3Theme	4Theme	5Theme
2012	Mori, K.	Practitioner Hub for Inclusive Business.	Inclusive Business	Government Support			
2012	Marston Ana	Women, Business and Human Rights: A background paper for the UN Working Group on Discrimination Against Women			Government Support		
2012	Hina Shah	Creating An Enabling Environment For Women's Entrepreneurship	Women	Government Support			
2012	Tea Golja & Samanta Požega	Inclusive Business –What It Is All About? Managing Business Transformation	Inclusive Business	Base of the Pyramid (BOP)	Inclusive Business		
2012	Bimalata Kazmi & Bahar Ali	Citizenship: A Model of Inclusive Business	Inclusive Business	Government Support			
2012	P. U. & A. N.	Management Transformation		Gender	Economic Impact	Government Support	
2012	Siri Terjesen, Ruth Sealy, and Val Singh	Women Directors on Corporate Boards: A Review and Research	Gender		Government Support		
2012	Global APEC	Public-Private Dialogue on Investments "Fostering Growth"	Inclusive Business	Government Support			
2012	Rappler		Growth	Inclusive Business	Women	APEC Women	Government Support
2012	Harmar, R.	Australian Director	Business	Inclusive Enterprise	Social	Economic Impact	Government Support
2012	Commonwealth of Australia DFAT		Women Empowerment	Government Support	Gender		
2012	Siobhan Kelly, Natalie Vergara, & Heiko	Models for agricultural producer groups of	Inclusive Business	Government Support			
2012	Ion, A., Beyard, K. and Sedaca, S.	Models for agricultural producer groups (PPPs) for (IBMs) for	Inclusive Business	Government Support			
2012	UN Women	Women's Empowerment for Gender Equality and Sustainable Development 2014: Gender Equality and Sustainable Development	Women Empowerment	Equality	Gender	Government Support	
2012	UNCTAD	The Access to Trade and Growth of Women's SMEs in APEC Developing Economies: Evaluating the Business Environment	Women in Business		Women Entrepreneur	Government Support	
2012	International Finance Corporation	Policy Note on the Business Environment for Inclusive Business	Inclusive Business	Government Support	Base of the Pyramid (BOP)		
2012	SNV & World Business Council for Sustainable Development		Inclusive Business	Base of the Pyramid (BOP)	Government Support		
2012	Roehlano M. Briones	Business Model for Inclusive Business in the Philippines	Inclusive Business	Growth	Inclusive		Base of Pyramid (BOP)
2012	Pradhan, Rose, & Conor Riggs	Government Development	Value-chain Approach	Bottom-up	Government Support		

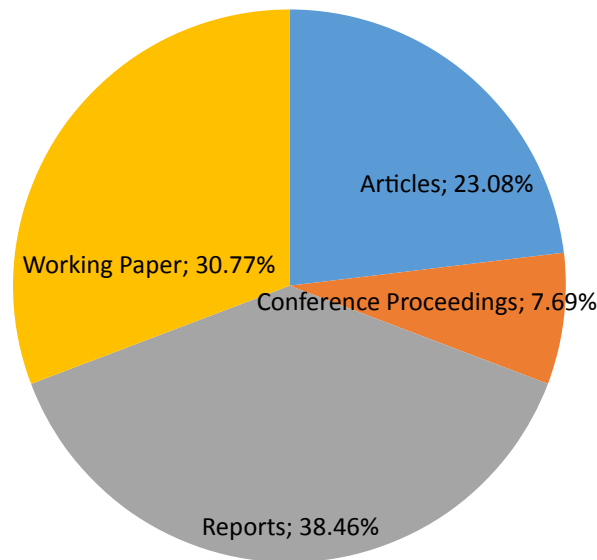


Figure 6. Distribution of Abstracts of Studies & Reports on the Economic Impact of Inclusive Business

Author	Title	Year	1Theme	2Theme	3Theme	4Theme
Stuart Hart, Sanjay Sharma, and Minna Ekpe	Poverty, Strategy, and Business Inclusive	2016	Inclusive	Low-income	Sustainable	
Ekpe	Women Entrepreneurs and Economic Development in Nigeria: Characteristics for Success	2015	Women Entrepreneurs	Economic		
P. Ndlovu	Management Transformation	2009	Management	Impact	Economic	Government
Conference Proceedings		2016	Growth	Inclusive Business	Women	APEX Women
Business Center	Businesses: A New Avenue	2016	Women in Business	Entrepreneur	Women	WE: Its Impact on the
Harman, R.	Australian Business	2016	Business	Inclusive	Enterprise	Social
Change The Story	2016 Status Report: Women's Business Ownership and the	2016	Business	Women	Impact	Economic
U.S. DCESA	Women's Businesses in the 21st Century	2010	Business	Women	Impact	Economic
Roehlano M. Briones	Women's Businesses in the United States	2016	Business	Women	Impact	Economic
Lazo	Increasing Economic Opportunities of Women in the	2015	APEX Women	Women and the		
Shyama V. Ramaniac, Ajay Thutupallia, Tamas Medovarszki, Sutapa Chattopadhyaya, Veena	Women Entrepreneurs in the Informal Economy: Is formalization the only solution for business	2013	Impact	Economic		
Tulder, et al.	Business Strategies	2010	Growth	Inclusive	Growth	Inclusive Business

The studies (Hart, et.al. (2016), Ekpe (2015), Ndlovu, et.al. (2009), Rappler (2015), CWB (nd), CTS (2016), U.S.DCESA (2010), Walmart (2009), Briones (2016), Lazo (2015), Ramaniac, et.al. (2013), and Van Tudler, et.al. (2010)) clearly show that women-owned businesses are very vital to a nation's economic development. The success of entrepreneurs, women-owned businesses, in particular, is of great help to an economy, and their business development is considered a vital link to an overall economic growth of such a nation, as revealed in the U.S. Economy (U.S. DCESA, 2010), Australian's Economy (Harman, 2016), Vermont's Economy (CTS, 2016), and the Philippines' Economy (Briones, 2016). Today, women-owned firms have an economic impact of \$3 trillion annually that translates into the creation and/or maintenance of more than 23 million jobs - 16 percent of all U.S. jobs! These jobs not only sustain the individual worker, but contribute to the economic security of their families, the economic vitality of their communities and the nation. The significance of the total amount of economic impact – \$2.8 trillion – once again proves that women-owned firms are not a small, niche market but are a major contributor and player in the overall economy. It also reveals the magnitude of importance that small business plays in the overall economy (Walmart, 2009).

CHAPTER III

METHODOLOGY

Research Design

The descriptive-evaluative research designs were adopted. It made use of qualitative-quantitative research, using survey method as the primary means of gathering data, supplemented by the findings of a series of open-ended questions. It harnessed secondary data derived from documentary analysis of articles, reports, literature and researches/studies.

The design allowed the participation of member economies in the Asia-Pacific Economic Cooperation (APEC). The eight economies responded to the questionnaire are Australia, Chile, Indonesia, Japan, Philippines, Russia, Singapore and Taipei. To deepen the insights, the case study focused on Philippines.

Population and Sample

The study was intended to be participated by 19 APEC member economies with five minimum respondents from each economy, however, only eight of these economies responded, particularly Australia, Chile, Indonesia, Japan, Philippines, Russia, Singapore, and Taipei, on their IBs that contribute to women's economic empowerment in attaining quality growth characterized as balanced, inclusive, sustainable, innovative and secured.

Despite constant follow-up from the targeted respondents, only 28 respondents across the eight economies completed the survey, with Australia (2), Chile, (1), Indonesia (3), Japan (2), Philippines (13), Russia (5), Singapore (1), and Taipei (1).

The targeted sample from these eight economies who responded is 40, however, the response rate or completion rate is only 42.50%, excluding the excess of eight from the Philippines, but, 70.00% if the excess from the Philippines is included. Since, the majority of the additional eight from Philippines came from Women in Inclusive Business (WIB), they were included as respondents in this study.

Instrumentation

A three-part survey questionnaire was developed adopting relevant information from the following sources, to wit:

Part	Particulars
I. Respondents' Profile	Age, Sex, Nationality, Ethnicity or Tribal Affiliation, Type of Company or Institution, Positions Held in the Company or Institution, Status in the Company, Specific Task in the Company, No. of years in the Company, Type of Sector, Company Size, Geographical Location, No. of Employees (disaggregated between men and women)
II. Survey Proper	a. Participation of Women in the Business b. Challenges/Constraints of Women in Inclusive Business

Part	Particulars
	c. Institutions' Support for Women in Inclusive Business
III. Open-Ended Questions	<p>a. What recommendations or suggestions can be done to overcome such challenges and constraints?</p> <p>b. What inclusive business model would be gender and culturally responsive for women? Please describe.</p> <p>c. If you are from a government agency, please recommend at least top three companies that have excellent inclusive business policies and at the same time, contribute to women's empowerment.</p> <p>d. If you are from a private company, please explain your own company policies, programs, and projects that are gender sensitive and show strong support on women as worker, consumer, distributor, and supplier of goods and services.</p>

Evaluation Scale

The following tables provide the information to evaluate the respondents' assessment of women in the business, in terms of:

- a. Level of participation of women in the business:

Level of Participation	Numerical Evaluation	Verbal Interpretation
Always	3.50 – 4.00	Very Active
Often	2.50 -3.49	Active
Seldom	1.50 – 2.49	Occasionally Active
Never	1.00 – 1.49	No/Little Participation/Involvement

- b. Level of agreement on the reasons why women are consulted; women's access to resources, opportunities, benefits, and gains; women's access to capability building, education, training and information; access to leadership, voice, and visibility; access to innovation and technology; enabling conditions for sustainability of WIB; challenges/constraints of women in inclusive business; and institutions' support for women in inclusive business:

Level of Agreement	Numerical Evaluation	Verbal Interpretation
Strongly Agree	3.50 – 4.00	Very Strong
Agree	2.50 -3.49	Strong
Disagree	1.50 – 2.49	Little/Some
Strongly Disagree	1.00 – 1.49	No/Very Little

Data Collection Procedures

Data Analysis

Part	Particulars	Data Gathering Tools	Data Treatment
I. Respondents' Profile	Age, Sex, Nationality, Ethnicity or Tribal Affiliation, Type of Company or Institution, Positions Held in the Company or Institution, Status in the Company, Specific Task in the Company, No. of years in the Company, Type of Sector, Company Size, Geographical Location, No. of Employees (disaggregated between men and women)	Survey Instrument	The following statistical data were computed: Frequency (f); Counts, Percentages (%)
II. Survey Proper	<p>a. Participation of Women in the Business</p> <p>b. Challenges/Constraints of Women in Inclusive Business</p> <p>c. Institutions' Support for Women in Inclusive Business</p>	Survey Instrument	The following statistical data were computed: Mean (\bar{x}); Standard Deviation (SD)
III. Open-Ended Questions	<p>a. What recommendations or suggestions can be done to overcome such challenges and constraints?</p> <p>b. What inclusive business model would be gender and culturally responsive for women? Please describe.</p> <p>c. If you are from a government agency, please recommend at least top three companies that have excellent inclusive business policies and at the same time, contribute to women's empowerment.</p> <p>d. If you are from a private company, please explain your own company policies, programs, and projects that are gender sensitive and show strong support on women as worker, consumer, distributor, and supplier of goods and services.</p>	Survey Instrument	

CHAPTER IV

RESULTS & DISCUSSION

SECTION 1. DEMOGRAPHIC PROFILE

This section provides a description of the participating organizations from the eight Asia-Pacific Economies (Australia, Chile, Indonesia, Japan, Philippines, Russia, Singapore, Taipei) in terms of their being supply chain players or enabler organizations, and further broken down into the nature of the company in the supply chain, nature of the organization as an enablers, and the nature of respondents' engagement with the company or organization, and inclusivity.

Table 1.

RESPONDENTS' PROFILE

I. Supply Chain Players		Frequency (f)	Percentage (%)
Nature of the Company in the Supply Chain (n=21)	Supplier	18	85.71
	Distributor	2	9.52
	Supplier & Distributor	1	4.76
Nature of Engagement with the Company (n=21)	Employee	6	28.57
	Owners	15	71.43
Inclusivity of Company or Organization	Women in Inclusive Business	18	64.29
	Not inclusive (neutral)	10	35.71
II. Enabler Organizations		Frequency (f)	Percentage (%)
Type of Enabler Organization (n=7)	Academe	3	42.86
	Government Agency	1	14.29
	Civil Society	1	14.29
	Cooperative	1	14.29
	Private Entity	1	14.29
Nature of Engagement with the Organizations (n=7)	Employee	4	57.14
	Owners	3	42.86

Table 1 shows that of the 21 supply chain players which participated, about 18 or 85.71% were suppliers, while two and one, or 9.52% and 4.76%, were distributors and/or supplier-distributors, respectively.

Furthermore, 15 or 71.43% of those who participated in the research were owners of their own organizations while six or 28.57% were employees.

Furthermore, 18 or 64.29% of those respondents coming from supply chain companies believe that their organizations are of the Women-in-Inclusive-business type while 10 or 35.71% think that their organizations are not inclusive or neutral.

On the other hand, Table 1 also shows the participation of the respondents coming from enabler organizations. Of the seven enablers 3 or 42.86% came from the academe, while one each or 14.29% came from government and civil society, cooperative, and a private organization, respectively.

Finally, results showed that of the seven respondents who represented the enabler organizations, four or 57.14% were employees while three or 42.86% were owners.

Section 2. Participation of Women in the Business

This section presents the participation of women in their business organizations, with particular emphasis on reasons for doing business, governance, consultation, access, leadership, and enabling conditions.

Table 2.
WOMEN'S REASONS FOR DOING BUSINESS

Reasons for Doing Business	Frequency (f)	Percentage (%)
Contribute to improvement of humanity	14	20.29
Adequate knowledge, skills and experiences	14	20.29
Interest and need	12	17.39
Perspectives encouraging women to be owners of business	7	10.14
Succession to the family business	6	8.70
Encouragement from family and friends	6	8.70
Adequate financial support	5	7.25
Available financial resources	3	4.35
The need to positively change the landscape	1	1.45
Challenge to come up with innovative products	1	1.45
Total Responses	69	100.00

Table 2 presents the respondents' assessment of why women go into business. Results show that the top five reasons for doing business from the women's perspective are: (a) to contribute to improvement of humanity, and (b) the adequacy of knowledge, skills and experiences (both cited 14 times or 20.29 %, respectively). These were followed by (c) interest and need (12 or 17.39%), (d) perspective that encourage women (7 or 10.14), (e) succession to the family business, and (f) encouragement from family and friends (both mentioned 5 times or 8.70% each, respectively).

The other reasons mentioned as reasons for doing business were: adequate financial support (5 counts or 7.25%), available financial resources (3 or 4.35%), the need to positively change the landscape (1 count or 1.45%) and the challenge to come up with innovative ideas (1 count or 1.45%).

The results show that a major consideration for women in doing business is the argument for doing good as signified by the cluster of responses that include to 'contribute to the improvement of humanity,' and the 'need to positively change the landscape.'

Results also show that another major consideration for women in deciding whether or not to go into business is the presence of the acquired prerequisite competencies that they perceive to be important in the endeavor as signified by the response 'adequate knowledge, skills and experience.'

Furthermore, the results was able to bring to the fore the importance of the combination of one's 'own interest & need,' the 'encouragement from family and friends,' and the 'responsibility to take up the challenge due to succession', as important factors.

Finally, the results also confirmed the basic requirement for capital and/or funds as a crucial factor, signified by the responses 'adequate financial support' and 'availability of financial resources' as a condition for women to go into business.

Table 3.

WOMEN'S PARTICIPATION, CONSULTATION, AND DECISION-MAKING (GOVERNANCE)

Aspects of Governance	Mean	SD	Remarks
a. Women participate in the formulation of policies, programs and projects that may affect the personnel	3.36	0.68	Active
b. Women's concerns, suggestions and recommendations are taken into consideration	3.43	0.69	Active
c. Women are consulted on the formulation of policies, programs and projects that may affect the personnel	3.32	0.67	Active
d. Women participate and are consulted on company matters that affect their work life	3.25	0.89	Active
e. The company has a gender focal person and/or women's desk that performs to people's expectations of catering to the needs of women	2.29	1.18	Very Little
f. The company has adequate policies, programs and projects that allow women to contribute their expertise in the growth and development of the company	3.00	0.82	Active
g. The company implements a Gender and Development Framework and Action Plan	2.32	1.05	Little
h. The company allocates adequate financial resources to implement the Gender And Development Action Plan with priority in supporting women trainings, projects, events	2.18	1.10	Very Little
Overall, Women's PCD (Governance)	2.89	0.88	Active

Legend: 1.00-1.49 (No/Little PCD of Women), 1.50-2.49 (Occasional PCD of Women), 2.50-3.49 (Active PCD of Women), 3.50-4.00 (Very Active PCD of Women)

Table 3 presents the results of the respondents' assessment of their organizations' governance in terms of women's participation, consultation and decision-making in governance. Apparently, all the organizations which participated in the study have active governance mechanisms for women, particularly for the following areas: (a) formulation of policies, programs and projects ($\bar{x} = 3.36$, $SD = 0.68$); (b) consideration of the concerns, suggestions and recommendations ($\bar{x} = 3.43$, $SD = 0.69$); (c) consultation of women during formulation of policies, programs & projects ($\bar{x} = 3.32$, $SD = 0.67$), (d) participation and consultation on matters that affect family life ($\bar{x} = 3.25$, $SD = 0.89$); and (f) adequacy of policies, programs and projects that allow women to contribute expertise ($\bar{x} = 3.00$, $SD = 0.82$).

However, the respondents assessed their organizations to have only little mechanisms for the (g) implementation of the GAD framework and action plan ($\bar{x} = 2.32$, $SD = 1.05$);

Moreover, the participating organizations have been assessed to have very little mechanisms for women in terms of (e) a gender focal person and/or women's desk ($\bar{x} = 2.38$, $SD = 1.33$); and (h) the allocation of resources to implement the GAD action plan ($\bar{x} = 2.08$, $SD = 1.26$).

Finally, the overall results show that governance mechanisms for the participation, consultation and decision-making for women in the workplace of the participating organizations have been assessed as active ($\bar{x} = 2.89$, $SD = 0.88$).

Table 4.

Company Policies, Programs, and Projects that are Gender Sensitive and Show Strong Support on Women as worker, consumer, distributor, and supplier of goods or services as Perceived By Respondents

Our company has been developing a mathematics teaching material for local children in Sri Lanka as a project of JICA from 2014 as a business demonstration experiment for the BOP layer and making tuition schools. We are concentrating on female employment promotion as a human resource to teach at

Table 4.

Company Policies, Programs, and Projects that are Gender Sensitive and Show Strong Support on Women as worker, consumer, distributor, and supplier of goods or services as Perceived By Respondents

<p>tuition school.</p>
<p>Crea8 INNOV8 and marketing is very active in inclusive growth/innovation/integration, environmental sustainability, advocacy orientation, sales and marketing, participation in trade fairs/local and international conferences, skills training, values formation, women empowerment, fair trade, management and motivational rewards, respect for cultural identity, gender sensitivity and in promoting and implementing just wages and benefits, "women and children friendly environment", safe and dignified working conditions, etc. On October 1, 2014, Crea8 Innov8 marketing was awarded a certificate of compliance (COC) on general labor standards and occupational safety and health standards by department of labor and employment Secretary Rosalinda D. Baldoz.</p>
<p>In our company the women have the same opportunity in capacitation, salaries, opinions have advance in departure schedule according to age of their children and marital state the queens of the company are also considered, we don't not need special policies as the culture is that women are the leaders and looking at them in conjunction with them is the best way to face business and life in harmony and peace we believe that the contribution of them and they are so important jointly as separate, and our approach is equality before any labor aspect under this premiere is 9 people, 3 women that in general we lead the management and marketing of the business what has makes us sustainably growing since 2005 until 2017, the 2015 me and my husband and i and the company billed us in 2017 we are 9 personal, 2 in work, 7 office of which 3 are women (almost 50%) and our company invoice of the order USS1,000.00</p>
<p>To start with, the culture of our company is derived from the basic freedom-loving values of the owners. We have very liberalized policies that are also creative and dynamic. We treat all the 'contact points' in our vertical supply chain equally important and central to our company vision. Practical testament to the policies we carry is the strong presence of not only skillful women, but also the transformed marginalized urban and rural stakeholders we work with, the long term clients and employees alike, and not to mention the farmers, women and youth who have empowered. Coffee is such a diverse product that it cuts across all issues, served to markets A to E, drank from 'binyag to lamay'.</p>
<p>I have known each other for 10 years with women from Morocco. They are highly discriminated on religious grounds. I believe that women can demonstrate the same abilities as men due to environmental changes. I will start with making them understand them first. If it is important to awake from inside of the women, as well as improve the environment around women.</p>
<p>The same role in decision making for women and men. Equality In all aspects for men and women.</p>
<p>Gender does not make a difference in the decision-making of company policies, programs and projects. Everybody is treated equally.</p>
<p>In Manila Water, generally, women are given equal chance as mend do in terms of job opportunities, care development and project participation. There is no gender discrimination as to participation in the different activities. Programs and projects being implemented by the company.</p>
<p>Manila Water Company has no specific policies, programs and projects that are gender sensitive. Employees are hired based on knowledge and skills as required. Promotions are based on performance. Employees in this company are treated with fairness and dignity. Women have equal rights with men. Opportunities are open to everyone as long as you have required competencies.</p>
<p>Our policies, programs and projects create and provide opportunities, access, beneficial to all to promote cooperation to grow into long-term and sustainable business at the same time empower all.</p>
<p>ECHOstore is a 100% women owned company, with 50% of its employees female and in positions of management, 85% of its producer base are women suppliers. This has been the case since it opened the retail store in 2008. The founders are now to be very strong advocates for women's economic empowerment and so all policies and programs reflect this gender direction, along with its green sustainability focus. The ECHO group's philosophy continues to focus on the 3Gs: Good (though its non-profit development programs of its ECHOsi Foundation), Green and Gender.</p>
<p>Gender support is central to the green eco-system of the retail supply chain. The group's second brand, Great Women holds the gender focus. The acronym GREAT meaning: G-ender R-esponsive E-conomic,</p>

Table 4.

Company Policies, Programs, and Projects that are Gender Sensitive and Show Strong Support on Women as worker, consumer, distributor, and supplier of goods or services as Perceived By Respondents

<i>Action, Transformation of women mandates the expansion of the inclusive business model specifically women.</i>
<i>The group's policies and programs have expanded beyond the company to influence national and regional (ASEAN) programs. This is seen as the ECHOsi Foundation acts as the private sector partner to the public - private partnership called GREAT WOMEN between the governments of Canada and the Philippines as well as the direction of the Great Women in ASEAN initiative.</i>
<i>Both brands also partner with the several private corporations and groups towards expanding the inclusive business model.</i>

Table 4 presents the responses of the respondents to the question asking them to describe company policies, programs and projects that are gender sensitive and show strong support for women in their various roles and responsibilities.

Based on the results, as highlighted, gender sensitivity and support for women encompass several spheres which begin with the leaders and owners of business themselves providing the needed direction and push so that their personal vision and mission may be the influence towards the creation of the relevant company vision-mission, various plans and relevant policies, and, more importantly the attainment of the same through sustained implementation in the workplace and in the communities where their organizations operate.

Table 5.

FACILITATION OF WOMEN'S ROLES

Ways of Facilitation	Frequency (f)	Percentage (%)
a. Equal rights accorded to women and men	18	17.14
b. Being knowledgeable and skilled	18	17.14
c. Being involved in decision making	17	16.19
d. Being supported	12	11.43
e. Equal duties	11	10.48
f. Gender equality is observed	10	9.52
g. Positive image of work	9	8.57
h. Enabling structures that include legislatures	5	4.76
i. Available resources	5	4.76
Total Responses	105	100.00

Note: Multiple responses

Table 5 presents the various ways of facilitation mentioned by the respondents in order for their organizations to facilitate the roles of women in the workplace.

The top five ways which were identified were: (a) ensuring equal rights for men and women and (b) women being knowledgeable and skilled (18 citations each or 17.14% each); (c) being involved in decision-making (17 or 16.19%); (d) being supported (12 or 11.43%) and ensuring equal duties (11 or 10.48%).

The other facilitation roles mentioned include: observation of gender equality, positive image of work, enabling structures, and available resources.

Table 6.

REASONS WHY WOMEN ARE CONSULTED

Bases for the Consultation of Women	Mean	SD	Remarks
a. Women can see things through a gender lens.	3.04	0.60	Strong
b. Women have a wide and broader vision of looking at things.	3.07	0.66	Strong
c. Women are able to bring to new interactions their accumulated experience of dealing professionally, academically, and personally with men.	3.43	0.57	Strong
d. Women see a big meeting with a potential service provider as a chance to explore options in collaboration with an expert resource	3.04	0.64	Strong
e. Women are inclined to be more inquisitive, wanting to hear everyone's thoughts before deciding.	3.18	0.67	Strong
f. Women are exploration-oriented	3.04	0.53	Strong
g. Women attend more to relationships and to the challenge of balancing multiple stakeholders' interests	2.89	0.60	Strong
Overall, Appreciation/Agreement for the Practice of Consulting Women	3.10	0.61	Strong

Legend: 1.00-1.49 (No/Very little appreciation and/or agreement for the practice of consulting women), 1.50-2.49 (Little/Some appreciation and/or agreement for the practice of consulting women), 2.50-3.49 (Strong appreciation and/or agreement for the practice of consulting women), 3.50-4.00 (Very strong appreciation and/or agreement for the practice of consulting women)

Table 6 shows the respondents self-assessed level of appreciation and/or agreement for the practice of consulting women in their workplaces.

Results showed that respondents have strong appreciation and/or agreement for the practice of consulting women, on the following grounds: (a) women can see things through a gender lens ($\bar{x} = 3.04$, $SD = 0.60$); (b) women have a wide and broader vision ($\bar{x} = 3.07$, $SD = 0.66$); (c) women are able to bring new interactions ($\bar{x} = 3.43$, $SD = 0.57$); (d) women see the chance for collaboration ($\bar{x} = 3.04$, $SD = 0.64$); (e) women's inquisitiveness and tendency to want to hear out everyone before deciding ($\bar{x} = 3.18$, $SD = 0.67$); (f) women are exploration-oriented ($\bar{x} = 3.04$, $SD = 0.53$); and (g) women's ability to attend to more relationships and balance multiple interests ($\bar{x} = 2.89$, $SD = 0.60$). Finally, the study found that overall, there is a strong agreement for the practice of consulting women in the workplace, at least among the organizations which participated ($\bar{x} = 3.10$, $SD = 0.61$).

Table 7.

WOMEN'S PARTICIPATION IN DECISION-MAKING MECHANISMS

Mechanisms	Frequency (f)	Percentage (%)
a. Established company institution structures (meetings, forum, written suggestion)	20	40.00
b. Women's desk or gender focal person	10	20.00
c. Women network advocacy (organizations)	9	18.00
d. Consensus-building mechanisms	7	14.00
e. Not available decision-making mechanisms or no opportunities	2	4.00
f. Traditional culture does not allow women to decide	2	4.00
Total Responses	50	100.00

Note: Multiple responses

Table 7 presents the various forms of mechanisms to ensure women’s participation in decision-making.

Results show that the most utilized mechanism among the respondents is the (a) establishment of structures (20 or 40%), followed by (b) setting up of the women’s desk (10 or 20.00%) and getting involved in network advocacy (9 or 18.00%) and consensus building (7 or 14.00%).

However, the women also identified some inhibitors which prevent them from participating in decision-making, particularly unavailable decision-making mechanisms (2 counts or 4.00%) and traditional culture (2 counts or 4.00%)

Table 8.

WOMEN’S ACCESS TO RESOURCES, OPPORTUNITIES, BENEFITS AND GAINS

Resources, Opportunities, Benefits & Gains	Mean	SD	Remarks
a. Access to decision-making bodies and processes: women’s decisions are respected by the company	3.29	0.58	Strong
b. Access to Credit and financial resources allocation. The company allows women to avail credit for start-up on livelihood projects	2.86	0.58	Strong
c. Access to Markets. Women avail of opportunities in engaging with the company in terms of expanding income base or scaling the business	3.07	0.62	Strong
d. Salary, Benefits, etc. Based on industry rate, the company provides equal pay for equal work regardless of gender.	3.32	0.64	Strong
e. There are jobs wherein men are paid higher than women considering the same tasks done	2.04	0.80	Little
f. There are differences in benefits because of gender	1.93	0.91	Little
g. The company allows flexi- time for women	3.00	0.75	Strong
h. Women are given equal chances to be promoted to supervisory or managerial ranks	3.21	0.76	Strong
i. The company allows women to work from home on some days to accommodate family duties	2.61	0.78	Strong
j. The company has a policy on sexual- harassment against women	2.75	0.99	Strong
Overall, Access to Resources, Opportunities, Benefits & Gains	2.81	0.74	Strong

Legend: 1.00-1.49 (No/Very little access), 1.50-2.49 (Little/Some access), 2.50-3.49 (Strong access), 3.50-4.00 (Very strong access)

Table 8 reports the assessment of the respondents regarding their organizations’ provisions for women to be able to access resources, opportunities, benefits and gains in the workplace.

Results show that the respondents regard their organizations as strong in terms of (a) providing access to decision-making bodies and processes ($\bar{x} = 3.29$, $SD = 0.58$); (b) access to credit and financial resources ($\bar{x} = 2.86$, $SD = 0.58$), (c) access to markets ($\bar{x} = 3.07$, $SD = 0.62$) and (d) the salary & benefits etc. ($\bar{x} = 3.32$, $SD = 0.64$); (e) ensuring that women are paid equal to men for the same tasks ($\bar{x} = 2.04$, $SD = 0.80$); (f) in narrowing the differences in pay attributed to gender ($\bar{x} = 1.93$, $SD = 0.91$); (g) providing flexi-time for women ($\bar{x} = 3.00$, $SD = 0.75$); (h) equal chances for promotion to supervisory/managerial ranks ($\bar{x} = 3.21$, $SD = 0.76$); (i) providing the leeway for women to work from home ($\bar{x} = 2.61$, $SD = 0.78$); (j) ensuring the presence of anti-sexual harassment against women ($\bar{x} = 2.75$, $SD = 0.99$).

Finally, respondents assessed their organizations to be strong overall in terms of providing access to resources, opportunities, benefits & gains for women’s access in the workplace ($\bar{x} = 2.81$, $SD = 0.74$).

Table 9.

WOMEN'S ACCESS TO CAPABILITY BUILDING-EDUCATION, TRAINING & INFORMATION

Capacity Building, Training & Information Parameters	Mean	SD	Remarks
a. The company provides gender and cultural trainings to enhance the participation of women in contributing their expertise for the progress of the company.	2.79	0.85	Strong
b. Women attend these trainings regularly	2.79	0.75	Strong
c. The company encourages women as well as men to go on study through scholarship or educational assistance program.	3.04	0.60	Strong
d. Women are given more priority for trainings than men.	2.00	0.62	Little
e. Women avail of scholarships granted to them	2.46	0.52	Little
Overall, Capacity Building, Training & Info Parameters	2.61	0.67	Strong

Legend: 1.00-1.49 (No/Very little provision of access to capacity building-educ., training & info), 1.50-2.49 (Little/Some provision of access...), 2.50-3.49 (Strong provision of access...), 3.50-4.00 (Very strong provision of access...)

Table 9 presents the result of the respondents' assessment of their organizations' provisions to ensure women's access to capability building-education, training & information in the workplace.

Results show that the participating organizations regard their efforts to provide capacity building, training & info to women is strong, particularly with regard to: (a) gender and cultural trainings ($\bar{x} = 2.79$, $SD = 0.85$); (b) women's attendance to trainings ($\bar{x} = 2.79$, $SD = 0.75$); and (c) study through scholarship or educational assistance ($\bar{x} = 3.04$, $SD = 0.60$).

However, respondents believe that their organizations are providing little access in terms of (d) providing more priority to women in trainings ($\bar{x} = 2.00$, $SD = 0.62$) and (e) ensuring that women actually avail of scholarships granted to them ($\bar{x} = 2.46$, $SD = 0.52$).

Finally, results show that respondents regard their organizations to be strong overall in providing capacity building, training & info for women in the workplace ($\bar{x} = 2.61$, $SD = 0.67$).

Table 10.

WOMEN'S ACCESS TO LEADERSHIP, VOICE & VISIBILITY

Aspects of Access to Leadership, Voice & Visibility	Mean	SD	Remarks
a. The company give chances for women to become project leaders.	3.36	0.44	Strong
b. Women are given the chance to lead company programs, prestigious events, or other significant projects.	3.32	0.46	Strong
c. The company is gender sensitive in its language.	2.57	0.97	Strong
d. The company is unionized dominated by women the roster of officers.	1.71	0.72	Little
e. The company has open communication to employees and partners through dialogues to encourage women and men to foster good relationships.	2.68	0.61	Strong
f. The company supports women organizations and activities.	2.79	0.74	Strong
g. Women are provided trainings for leadership positions.	2.79	0.79	Strong
Overall, Women's Access to Leadership, Voice & Visibility	2.74	0.68	Strong

Legend: 1.00-1.49 (No/Very little provision of access to leadership, voice & visibility), 1.50-2.49 (Little/Some provision of access...), 2.50-3.49 (Strong provision of access...), 3.50-4.00 (Very strong provision of access...)

Table 10 presents the respondents' assessment of their organizations' provision for women's access to leadership, voice & visibility in the workplace.

Results indicate that respondents believe that their organizations are strong in terms of: (a) giving chances for women to become project leaders ($\bar{x} = 3.36$, $SD = 0.44$); (b) giving women the chance to lead in various capacities ($\bar{x} = 3.32$, $SD = 0.46$); (c) providing women chances to become project leaders ($\bar{x} = 2.57$, $SD = 0.97$); (e) providing open communication through dialogues ($\bar{x} = 2.68$, $SD = 0.61$); (f) providing support for women organizations and activities ($\bar{x} = 2.79$, $SD = 0.74$); and (g) provision of trainings for leadership positions ($\bar{x} = 2.79$, $SD = 0.79$).

However, respondents also believe that their organizations provided just little/some access to women in terms of: (d) the goal of having the women dominate as officers of the employees' union ($\bar{x} = 1.71$, $SD = 0.72$).

Finally, the results show that the overall access to leadership provided by the organizations for women in the workplace has been rated by the respondents as strong ($\bar{x} = 2.74$, $SD = 0.68$).

Table 11.

WOMEN'S ACCESS TO INNOVATION & TECHNOLOGY

AREAS OF WOMEN'S ACCESS TO INNOVATION & TECH	Mean	SD	Remarks
a. The company supports innovative business approaches /activities that encourage more women to participate.	3.04	0.66	Strong
b. Modern technology enhances or improves women's participation company programs and projects.	3.25	0.58	Strong
c. Women network is effective in in our area.	3.04	0.67	Strong
d. Women actively participate in social marketing (e.g. Facebook, twitter, instagram etc.)	3.25	0.65	Strong
Overall, Women's Access to Innovation & Technology	3.14	0.64	Strong

Legend: 1.00-1.49 (No/Very little provision of access to innovation & technology), 1.50-2.49 (Little/Some provision of access...), 2.50-3.49 (Strong provision of access...), 3.50-4.00 (Very strong provision of access...)

Table 11 presents the respondents' assessment of the provision of access to innovation & technology for women in the workplace of the participating organizations.

Results show that the provision for women's access to innovation and technology at the workplace was considered to be strong in the following aspects, to wit: (a) business approaches to encourage women participation ($\bar{x} = 3.04$, $SD = 0.66$); (b) modern technology that improves/enhances women participation ($\bar{x} = 3.25$, $SD = 0.58$); (c) effective networking ($\bar{x} = 3.04$, $SD = 0.67$); and (d) women participation in social marketing ($\bar{x} = 3.25$, $SD = 0.65$).

Furthermore, the overall assessment for the provision of access to innovation and technology for women in the workplace is rated strong ($\bar{x} = 3.14$, $SD = 0.64$).

Table 12.

ENABLING CONDITIONS FOR SUSTAINABILITY OF WIB

Aspects of Enabling Conditions for Sustainability	Mean	SD	Remarks
a. Appropriate government policy framework supporting Women inclusive business	3.00	0.57	Strong
b. Accessible and relevant Information	2.96	0.63	Strong

Table 12.
ENABLING CONDITIONS FOR SUSTAINABILITY OF WIB

Aspects of Enabling Conditions for Sustainability	Mean	SD	Remarks
c. Adequate financial support from lending institutions; Gender responsive Bank policy that allow women to access credit with less cumbersome requirements	2.79	0.73	Strong
d. Strong partnerships and networking of like-minded inclusive business entrepreneurs, investors & advisers	2.75	0.78	Strong
e. Continuous visibility that highlights the contribution of women in inclusive business	2.93	0.61	Strong
f. Government and private lending institutions provide incentives for women in inclusive business	2.71	0.76	Strong
Overall, Enabling Conditions for WIB	2.86	0.68	Strong

Legend: 1.00-1.49 (No/Very little presence of enabling conditions for WIB), 1.50-2.49 (Little/Some presence of enabling conditions for WIB), 2.50-3.49 (Strong presence of enabling conditions for WIB), 3.50-4.00 (Very strong presence of enabling conditions for WIB)

Table 11 presents the results of the assessment of the presence of enabling conditions for the sustainability of Women in Business (WIB).

It was found that the respondents believe that their organizations and other stakeholders provided strong enabling conditions for the sustainability of WIB in their workplaces in terms of: (a) appropriate government policy ($\bar{x} = 3.00$, $SD = 0.57$); (b) access to information ($\bar{x} = 2.96$, $SD = 0.63$); (c) adequate financial support ($\bar{x} = 2.79$, $SD = 0.73$); (d) strong partnership and networking ($\bar{x} = 2.75$, $SD = 0.78$); (e) continuous visibility ($\bar{x} = 2.93$, $SD = 0.61$); (f) provision of incentives ($\bar{x} = 2.71$, $SD = 0.76$).

Overall, the organizations were assessed to have strong enabling conditions for the sustainability of WIB in their workplaces ($\bar{x} = 2.86$, $SD = 0.68$).

Table 13

Respondents' Description of the IB Model that is gender and culturally responsive for women:

<i>It's content specialized in women's specialty areas (women are more likely to demonstrate their strengths)</i>
<i>Though women are more likely to be engaged in IB than men, at the beginning it is more important to conduct large scale information campaigns and develop clear guidelines for IB rather than promote gender oriented models of such business</i>
<i>The programs developed by BEC and TCF have developed a business model that provides 24/7 online support through training and mentoring to women in small business to provide confidential support in their own home or business location that is confidential and delivered by accredited business advisors. Belmont BEC and TCFWA have assisted through training, mentoring business forums in excess of 16,000 women intenders, startups, small businesses across Australia over the past 22 years.</i>
<i>An inclusive business model should include values formation, financial literacy, skills training, fair trade practices, socio-economic impact, empowerment of primary stakeholders, social protection, and diversification of products.</i>
<i>I believe in the strength of a business model that does not make any distinction between men and women. My personal value system uses the humanity lens. It is just most fortunate though that the local coffee industry where I belong to, naturally is inclusive with respect to gender and culture.</i>
<i>Women have a long history of not equally giving work opportunities, and there is a customized culture that women are inferior to men in their abilities.</i>
<i>*within value chain</i>
<i>Equal opportunities and considerations in attending to family needs especially for mothers .</i>
<i>Inclusive trade eco-system - if set up right they are holistic in nature, addressing both entitlements</i>

Table 13

Respondents’ Description of the IB Model that is gender and culturally responsive for women:

<i>(access to resources, finance, etc) as well as capabilities (improve human capital and managerial capacity to deploy resources and increase market access. etc)</i>
<i>Micro entrepreneurship or starting a small business like franchising of an established brand would be responsive for women and other genders. A business model that could be enjoyed by working women/housewife while raising a family.</i>
<i>Our company aims to combine commercial success an development impact, by promoting and creating gender and responsive for women.</i>
<i>Product development and R+D fall under a not-for-profit grant supported development program. These women producers are given proper training and are hand-held until they bring their products to market. These women producers need access to networks that can allow them to see new ideas for new markets. ECHOstore as a retail social enterprise guides the women cooperative to what can be produced and sold in the niche-specialty market. This inclusive business model has further been strengthened through the group's second hand (Great Women) focused on gender where a GW collective is specifically partnered with a small community or cooperative and 'hand-holds' them to market, thereby expanding the reach of inclusive business with a gender lens. Value-added products which women could create better at home spaces (such as textile and embroidery) are also supported and positioned for markets.</i>

Table 13 presents a summary of the inclusive business model which is gender and culturally responsive for women.

The analysis of the descriptions provided of the ideal business model describe an environment where the woman who is interested in going into the inclusive business is capacitated and/or provided with the necessary interventions in terms of holistic training and/or mentoring in the areas of values formation, financial literacy, skills development, faire trade practices, etc., including an equal focus on her well-being as a person, mother, wife, etc. so she and/or her company may attain commercial success and development impact.

Another aspect that is emphasized is the viability of the organization in terms of product/service quality development, and the expansion of opportunities for networking with like-minded organizations while ensuring a sustained commitment to a chosen deprived, depressed and underserved community to which help in various forms may be extended, to mirror the development that the owner/or her company wants to exemplify within her organization.

SECTION 3. CHALLENGES/CONSTRAINTS

Section 3 presents the perceived challenges/constraints of women in inclusive business, and the challenges and constraints preventing the empowerment of women at the base of the pyramid.

Table 14.

CHALLENGES/CONSTRAINTS OF WOMEN IN INCLUSIVE BUSINESS

Challenges/constraints	Mean	SD	Remarks
a. Unavailability or dearth of Information about Inclusive Business	2.57	0.67	Strong
b. Very rigid/stringent policy framework/Rules	2.29	0.58	Little

Table 14.

CHALLENGES/CONSTRAINTS OF WOMEN IN INCLUSIVE BUSINESS

Challenges/constraints	Mean	SD	Remarks
c. Lack of or insufficient Support /Financial Resources towards Inclusive Business	2.50	0.65	Strong
d. Incomprehensible Structural Capacity of women in inclusive business(e.g. partnerships not clear, etc.)	2.54	0.69	Strong
e. Personal attitudes (fear , insecurity, etc.)	2.54	0.85	Strong
f. Family influences	2.57	0.78	Strong
g. Cultural perspectives that hinder women to engage in business	2.43	0.82	Little
Overall, Challenges/Constraints of Women in Inclusive Business	2.49	0.72	Little

Legend: 1.00-1.49 (No/Very little challenges and/or constraints), 1.50-2.49 (Little/Some challenges and/or constraints), 2.50-3.49 (Strong challenges and/or constraints), 3.50-4.00 (Very strong challenges and/or constraints)

Table 14 presents the various challenges and/or constraints which were encountered by respondents which hamper the development of the interest of women towards Inclusive Business.

Results show that respondents consider the following as strong challenges/constraints: (a) unavailability or dearth of information ($\bar{x} = 2.57$, SD = 0.67); (c) lack of or insufficient support/financial resources ($\bar{x} = 2.50$, SD = 0.65); (d) incomprehensible structural capacity of women ($\bar{x} = 2.54$, SD = 0.69); (e) personal attitudes ($\bar{x} = 2.54$, SD = 0.85); (f) family influences ($\bar{x} = 2.57$, SD = 0.78);

Furthermore, the results also show that the respondents hold the belief that the following are merely little challenges and/or constraints: (b) rigid/stringent policy framework/rules ($\bar{x} = 2.29$, SD = 0.58); and (g) cultural perspectives ($\bar{x} = 2.43$, SD = 0.82).

Overall, the respondents regard the challenges and/or constraints that women in their workplace face which prevent them from going into inclusive business as little ($\bar{x} = 2.49$, SD = 0.72).

Table 15.

CHALLENGES/CONSTRAINTS PREVENTING THE EMPOWERMENT OF WOMEN AT THE BASE OF THE PYRAMID

Challenges/constraints	Mean	SD	Remarks
a. Unavailability or dearth of Information about Inclusive Business	2.79	0.80	Strong
b. Very rigid/stringent policy framework/Rules	2.75	0.72	Strong
c. Lack of or sufficient Support /Financial Resources towards Inclusive Business	2.79	0.60	Strong
d. Incomprehensible Structural Capacity of women in inclusive business (e.g. Not clear understanding of working attitudes of women, others, please specify)	2.46	0.80	Little
Overall, Constraints/Challenges for the Empowerment of Women at the BoP	2.70	0.73	Strong

Legend: 1.00-1.49 (No/Very little challenges and/or constraints), 1.50-2.49 (Little/Some challenges and/or constraints), 2.50-3.49 (Strong challenges and/or constraints), 3.50-4.00 (Very strong challenges and/or constraints)

Table 15 reports the challenges/constraints preventing the empowerment of women at the base of the pyramid, as perceived by the respondents.

Results show that respondents regard as strong the following challenges/constraints: (a) unavailability/dearth of information ($\bar{X} = 2.79$, SD = 0.80); (b) rigid/stringent policy framework/rules ($\bar{X} = 2.75$, SD = 0.72); (c) lack of or sufficient support/financial resources ($\bar{X} = 2.454$, SD = 0.63).

However, results also show that respondents believe that an incomprehensible structural of capacity of women in business is just a little challenge/constraint ($\bar{X} = 2.46$, SD = 0.80).

Finally, the overall results show that the respondents believe that there are strong constraints/challenges which are preventing the empowerment of women at the base of the pyramid ($\bar{X} = 2.70$, SD = 0.73).

Table 16

Respondents' recommendations or suggestions to overcome constraints

<i>Awareness reform of women's social status for both men and women</i>
<i>Women's entrepreneurship itself isn't a rare thing in Russia, however, many people are unaware of the very concept of IB. That's why it is necessary to 1. raise awareness about IB in women and men. 2) develop targeted training programs, and provide legal information support to people willing to use IB models. 3) create more policy incentives for IB. 4) improve general business environment 5) attract more women into all kinds of entrepreneurship.</i>
<i>Women in small business need targeted business skill training and one-on-one mentoring to provide the skills and confidence required to build their business. Women are time poor and lack resources and support to develop their business potential as they are also dealing with family responsibilities.</i>
<i>There should be a strong commitment by company leaders/ founders towards women's participation and leadership; policies, providing for equal access to opportunities (merit bases and financial resources, respectveing diversity, active recruitment of women as employees, suppliers, distributors in various aspects of the value chain, flexi-time, mentoring and evaluation, strengthening of relationships and communications among employees, social and volunteer events, outreach programs etc.</i>
<i>I think it is very important as a cultural teacher because for the leadership women and men are the same and the business needs both .</i>
<i>Education and value formation at the onset, at the earliest stage in life.</i>
<i>Look forward to the project results and going to share examples below</i>
<i>Profiling women is important, stress on gender equality.</i>
<i>For women to be independent, it is initially to start with a simple task. And then gradually give a responsible job opportunity. It is the construction of a system that develops job abilities step by step.</i>
<i>There are no some special challenges for women in Russian Federation both in government agency and business.</i>
<i>Availability of information, clear framework and support structure</i>
<i>Create dedicated office to support women in business.</i>
<i>Build gender-responsive trade support services</i>
<i>Undertake trade ecosystem analysis on the national, regional and local level.</i>
<i>Roll out cultural change programs for institutions (institutional capacity building)</i>
<i>Government in partnership with NGOs and private sectors should play vital role in supporting women to go for inclusive business. This should form part of gov't priority projects (not only drugs). We should have more women of the likes of Leni Robredo , championing women's rights and creating programs for people at the "laylayan ng lipunan". Joey Concepcion's "Go Negosyo" has been a big help in educating and supporting micro entrepreneurs. This program should be pushed by the gov't.</i>
<i>As an owner of the company, I shall establish collaboration, understanding and cooperation among the employees that the remunerations or benefits of employees are based on the</i>

Table 16

Respondents’ recommendations or suggestions to overcome constraints

expertise, experience, good governance not based on gender.

*Since ECHOstore opened, women suppliers and producers have made up almost 85% of its supplier base. Part of the retail structure is a steady **product development and market feedback to these producers** to allow them to keep their products top quality and meet market demands. One challenge is that community suppliers do not have adequate cash for their companies and production. Goods must be paid immediately (COD) which can put a strain on the company's cash flow. this challenge has been addressed through some support given by financial NGOs of giving **loan-to-grant financial packages** to either the producers or the company to allow advancement of payments to the groups or cooperatives. Banks need to **create special and friendlier financial packages** for social enterprises who support such inclusive business practices, and not hold such enterprises to traditional stringent requirements when the company becomes the guarantor of these smaller cooperatives.*

Table 16 is a consolidation of the various recommendations and/or suggestions by the respondents so that women in inclusive business may be able to overcome constraints.

At the level of the woman, respondents recommend that various approach including skills training and mentoring session, education and values formation and even case profiling be provided, as part of a system that is purposively developed for such.

Respondents emphasized that at the level of the various business organizations which deal with or may potentially deal with women in inclusive business, the advocacy forwarded is that the leaders/founders/owners should provide strong commitment and special focus on women’s participation and leadership, including providing the right opportunities. Organizations should also provide the information and advocate for the awareness of women, and make this as a basis for developing programs, policies, etc. that would improve the very business environment which women would want to go in because they find the same attractive, as it is inclusive also of the financial packages that are easier to avail of.

SECTION 4. INSTITUTIONS’ SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

This section presents the respondents’ assessment of support provided by the government agencies, private companies, financial institutions, civil society/non-government organizations, cooperatives, academe, and development partners.

Table 17.

GOVERNMENT AGENCIES’ SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.29	1.17	Little
b. Financial, materials, equipment	2.14	1.09	Little
c. Technology, information, marketing	2.14	1.16	Little
d. Training, education, advertising	2.11	1.19	Little
e. Networking, linkaging, matchmaking	2.21	1.10	Little
Overall	2.18	1.14	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 17 presents the respondents' assessment of the government's support for women in inclusive business.

Results show that respondents believe that government agencies provide little support for women in inclusive business in terms of: (a) framework, programs, projects ($\bar{x} = 2.29$, $SD = 1.17$); (b) financial, materials, equipment ($\bar{x} = 2.14$, $SD = 1.09$); (c) technology, information, marketing ($\bar{x} = 2.14$, $SD = 1.16$); (d) training, education, advertising ($\bar{x} = 2.11$, $SD = 1.19$); (e) networking, linkaging, matchmaking ($\bar{x} = 2.21$, $SD = 1.10$).

The overall results show that respondents believe that the government is providing little support for women in inclusive business ($\bar{x} = 2.18$, $SD = 1.14$).

Table 18.
Respondents' Perception on Government policies, programs and projects that support empowerment of women in IB

<p><i>X</i>Generally, such programs and policies do not target IB separately but rather seek to promote women's entrepreneurship in general (in particular, women-owned SMEs) :</p> <ol style="list-style-type: none"> Several programs and projects are being implemented by the Russian Non- Government Organization of small and medium businesses (OPORA RUSSIA) and the federal corporation for developing small and medium business (SME Corp) as well as women-oriented NGOs. At the moment, work is under way on the National Action Plan in the interest of women. Among other things, the action plan is expected to promote women economic participation Also last year, the chair of the council of the federation (upper chamber of the Russian Parliament) proposed to develop a roadmap for attracting women into business. The idea is still under discussion.
<p>Equal opportunities given to men and women in terms of work assignment leadership roles and even promotion .</p>

Table 18 confirms the low rating provided by the respondents to the little support found presented in Table 17, most especially intended for Russia, where it has been observed that there is no distinct targeting for inclusive business, and that most plans or projects are still awaiting implementation. However, there are also some positive highlights such as the perceive equal opportunities provided for men and women in Russia and the presence of programs and projects for small and medium business as well as the presence of women-oriented NGOs.

Table 19.
PRIVATE COMPANIES' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.46	1.06	Little
b. Financial, materials, equipment	2.11	1.04	Little
c. Technology, information, marketing	2.32	1.10	Little
d. Training, education, advertising	2.32	1.21	Little
e. Networking, linkaging, matchmaking	2.29	1.21	Little

Table 19.

PRIVATE COMPANIES' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
Overall	2.30	1.12	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 19 shows the report of the respondents' assessment of private company's support for women in inclusive business.

Results show that respondents believe that private companies provide only little support women in inclusive business in terms of: (a) framework, programs, projects ($\bar{X} = 2.46$, $SD = 1.06$); (b) financial, materials, equipment ($\bar{X} = 2.11$, $SD = 1.04$); and (c) technology, information, marketing ($\bar{X} = 2.32$, $SD = 1.10$); (d) training, education, advertising ($\bar{X} = 2.32$, $SD = 1.21$); and (e) networking, linkaging, matchmaking ($\bar{X} = 2.29$, $SD = 1.21$).

Finally, results also show that respondents believe that the overall support provided by private companies to inclusive business is little ($\bar{X} = 2.30$, $SD = 1.12$)

Table 20.

FINANCIAL INSTITUTIONS' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.07	1.14	Little
b. Financial, materials, equipment	2.00	1.20	Little
c. Technology, information, marketing	1.82	1.20	Little
d. Training, education, advertising	1.75	1.27	Little
e. Networking, linkaging, matchmaking	1.82	1.13	Little
Overall	1.89	1.19	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 20 shows the results of the assessment made by the respondents on the support for women in inclusive business by financial institutions.

It was found that the respondents regarded the support provided by financial institutions to women in inclusive business as little in terms of: (a) framework, programs, projects ($\bar{X} = 2.07$, $SD = 1.14$); (b) financial, materials, equipment ($\bar{X} = 2.00$, $SD = 1.20$); (c) technology, information, marketing ($\bar{X} = 1.82$, $SD = 1.20$); (d) training, education, advertising ($\bar{X} = 1.75$, $SD = 1.27$); and (e) networking, linkaging, matchmaking ($\bar{X} = 1.82$, $SD = 1.13$).

Finally, the overall results show that respondents believe that financial institutions provide only little support for women in inclusive business ($\bar{X} = 2.48$, $SD = 1.13$).

Table 21.

CIVIL SOCIETY'S SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.07	1.08	Little
b. Financial, materials, equipment	1.96	1.08	Little
c. Technology, information, marketing	1.96	1.06	Little

d. Training, education, advertising	2.07	1.09	Little
e. Networking, linkaging, matchmaking	2.00	1.06	Little
Overall	2.01	1.07	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 21 contains the results of the assessment made by respondents on the extent of support provided by civil society to women in inclusive business.

It was found that respondents assessed the support for women inclusive business by civil society as little in terms of: (a) framework, programs, projects ($\bar{X} = 1.82$, $SD = 1.13$); (b) financial, materials, equipment ($\bar{X} = 1.68$, $SD = 1.13$); (c) technology, information, marketing ($\bar{X} = 1.54$, $SD = 1.05$); (d) training, education, advertising ($\bar{X} = 1.71$, $SD = 1.01$); and (e) networking, linkaging, matchmaking ($\bar{X} = 1.89$, $SD = 0.91$).

Finally, the overall results show that respondents believe civil society is only providing little support for women in inclusive business ($\bar{X} = 1.87$, $SD = 1.04$).

Table 22.

COOPERATIVES' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	1.82	1.13	Little
b. Financial, materials, equipment	1.68	1.13	Little
c. Technology, information, marketing	1.54	1.05	Little
d. Training, education, advertising	1.71	1.01	Little
e. Networking, linkaging, matchmaking	1.89	0.91	Little
Overall	1.87	1.04	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 22 presents the results of the assessment made by the respondents on the support provided by cooperatives for women in inclusive business.

Results show that cooperatives were assessed to be providing little support to women in inclusive business in terms of: (a) framework, programs, projects ($\bar{X} = 2.31$, $SD = 1.10$) financial, materials, equipment ($\bar{X} = 2.00$, $SD = 1.36$); (c) technology, information, marketing ($\bar{X} = 1.69$, $SD = 1.26$); (d) training, education, advertising ($\bar{X} = 1.92$, $SD = 1.35$); and (e) networking ($\bar{X} = 2.15$, $SD = 1.21$).

Overall results show that cooperatives were providing only little support for women in inclusive business.

Table 23

ACADEME'S SUPPORT FOR WOMEN IN BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	1.86	1.40	Little
b. Financial, materials, equipment	1.43	1.37	Little
c. Technology, information, marketing	1.46	1.39	Little
d. Training, education, advertising	1.64	1.35	Little
e. Networking, linkaging, matchmaking	1.75	1.39	Little

Overall	1.63	1.38	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 23 reflects the assessment made by the respondents on the support being provided by academe for women in inclusive business.

The results show that respondents believe that academe provides little support for women in business in terms of: (a) framework, programs, projects ($\bar{x} = 1.86$, $SD = 1.40$); (b) financial, materials, equipment ($\bar{x} = 1.43$, $SD = 1.37$); (c) technology, information, marketing ($\bar{x} = 1.46$, $SD = 1.39$); (d) training, education, advertising ($\bar{x} = 1.64$, $SD = 1.35$); (e) networking, linkaging, matchmaking ($\bar{x} = 1.75$, $SD = 1.39$).

The overall results likewise show that the respondents regard academe's support for women in business as little ($\bar{x} = 1.63$, $SD = 1.38$).

Table 24.

DEVELOPMENT PARTNERS' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	1.50	1.74	Little
b. Financial, materials, equipment	1.21	1.80	Very Little
c. Technology, information, marketing	1.36	1.68	Very Little
d. Training, education, advertising	1.43	1.84	Very Little
e. Networking, linkaging, matchmaking	1.39	1.65	Very Little
Overall	1.38	1.74	Very Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 24 presents the respondents' assessment of the support provided by development partners for women in inclusive business.

Results show that the respondents regard the support provided to women in inclusive business by development partners as little in terms of: (a) framework in terms of financial, materials, equipment ($\bar{x} = 1.85$, $SD = 1.31$).

Furthermore, results also show that respondents regard as very little the support of development partners for women in inclusive business in terms of the: (b) financial, materials, equipment ($\bar{x} = 1.21$, $SD = 1.80$); (c) technology, information, marketing ($\bar{x} = 1.36$, $SD = 1.68$); (d) training, education, advertising ($\bar{x} = 1.43$, $SD = 1.84$); (e) networking, linkaging, matchmaking ($\bar{x} = 1.39$, $SD = 1.65$). ($\bar{x} = 1.97$, $SD = 1.33$)

Finally, the overall assessment shows that the development partners' support for women partners was assessed by the respondents as very little ($\bar{x} = 1.38$, $SD = 1.74$).

Table 25.

SUMMARY OF INSTITUTIONS' SUPPORT FOR WOMEN IN BUSINESS

Institutions	Framework , Programs, Projects	Financial, Materials, Equipment	Technology, Information Marketing	Training, Education Advertising	Networking, Linkaging Matchmaking	Overall Mean	Remarks

1. Government Agencies	2.29	2.14	2.14	2.11	2.21	2.18	Little
2. Private Companies	2.46	2.11	2.32	2.32	2.29	2.30	Little
3. Financial Institutions (Banks & other Lending)	2.07	2.00	1.82	1.75	1.82	1.89	Little
4. Civil Society (NGOs)	2.07	1.96	1.96	2.07	2.00	2.01	Little
5. Cooperatives	1.82	1.68	1.54	1.71	1.89	1.87	Little
6. Academe	1.86	1.43	1.46	1.64	1.75	1.63	Little
7. Development Partners	1.50	1.21	1.36	1.43	1.39	1.38	Very Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 25 shows the summary of ratings given by the respondents to the various institutions which are supposed to figure in the important task of providing support for women in business.

The overall results show that the respondents generally regard the support given to women in inclusive business by the concerned agencies as little, to wit: government agencies ($\bar{x} = 2.18$); private companies ($\bar{x} = 2.30$); financial institutions ($\bar{x} = 1.89$); civil society ($\bar{x} = 2.01$); cooperatives ($\bar{x} = 1.87$); academe ($\bar{x} = 1.63$); and development partners ($\bar{x} = 1.38$).

The results imply that respondents expect much more from the concerned agencies in terms of their efforts and assistance to support women in inclusive business.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study sought to determine the demographic profile of respondents coming from the selected APEC-Member States, namely: the Australia, Chile, Indonesia, Japan, Philippines, Russia, Singapore, and Taipei. The respondents were classified based on their being supply chain players and/or enabler organizations, then were further broken down into the nature of the company in the supply chain or nature of the organization as enablers, nature of respondents' engagement with the company, and inclusivity.

It described the participation of women within the participating organizations with particular emphasis on: the reasons for doing business; the level of governance in terms of participation, consultation, and decision-making; the highlight of company policies, programs and projects which are gender sensitive and which show strong support for women; the ways of facilitation of women's roles within organizations; the reasons why women are consulted; women's participation in decision-making mechanisms.

It assessed the women's access to resources, opportunities, benefits and gains; women's access to capacity building-education, training and information; women's access to leadership, voice and visibility; women's access to innovation and technology.

It evaluated women in inclusive business in terms of: the enabling conditions for sustainability; the description of an Inclusive Business Model which is gender and culturally responsive for women.

It identified the challenges and constraints confronting women in inclusive business; challenges and constraints preventing the empowerment of women at the BoP; and solicited recommendations from the respondents that would help over these constraints.

Finally, the study rated the level of support provided by government agencies, private companies, financial institutions, civil society/non-government organizations, cooperatives, academe, and development partners.

Conclusions

On the strength of the findings the following conclusions are drawn:

1. The supply chain respondents who participated in the study were supplier companies represented by their owners, who are mostly women in inclusive business. On the other hand, enabler organization respondents were employees of institutions, most of which come from the academe, but with adequate representation from government, civil society, cooperatives and private entities;
2. Women are doing business primarily because they want to contribute to the improvement of humanity, inasmuch as they have the knowledge, skills, & experiences on top of their interest and needs;
3. Governance mechanisms for women participation, consultation and decision-making are active; There is strong appreciation/agreement for the practice of consulting women within the workplace of organizations;

4. Women are provided strong access. This strong access covers resources, opportunities, benefits & gains; capability building-education, training & information; leadership, voice & visibility; and access to innovation and technology;
5. Women in Business face little/some challenges/constraints within the contexts of the self and family, the business organization, & the sector/industry. However, same challenges/constraints are considered strong when viewed the vantage point of the women at the Base of the Pyramid (BoP), and may prevent their empowerment. To counteract constraints, a system of interventions which may enhance competencies and resources for women, should be part of the engagement of institutions, especially business organizations, with the founders and leaders setting the direction.
6. The enabling conditions for Women in Inclusive Business are strong. These enabling conditions include appropriate government policy framework, accessible information, adequate financial support, strong partnership and networking, continuous visibility, and incentives.
7. Women are provided with little support by concerned institutions. Government agencies, private companies, financial institutions, civil society/non-government organizations, cooperatives, and development partners need to step up their roles in support for Women in Inclusive Business.

Recommendations

1. Women in Inclusive Business must take advantage of the strong access to resources, active governance mechanisms, strong enabling conditions provided them within their organizations to further enhance their competencies for business and their capacity to contribute to the improvement of humanity;
2. Women in Inclusive Business should take the lead in creating and implementing in-house programs that will prepare, train and integrate women at the Base of the Pyramid in business organization's value chains. When such programs are operationalized, these would at least alleviate the effects of the strong constraints/challenges faced by the women in BoP, and provide them the window of opportunity to expand their livelihood and engaged in sustainable enterprise;
3. Institutions which have the mandate, products, and services which may provide support to Women in Inclusive Business must purposively expand their support, as they are expected to very strongly contribute to the creation of the various aspects of the enabling conditions for the sustainability of Inclusive Business.

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APPENDIX “A”

CASE STUDY

PHILIPPINES

SECTION 1. DEMOGRAPHIC PROFILE

This section provides a description of the participating organizations from the Philippines in terms of their company type, sector, size, geographic location, number of employees, ratio of women to total employees, and nature of the company.

Table 1.

COMPANY PROFILE (n=13)

		Frequency (f)	Percentage (%)
Type of Company			
	Manufacturing	6	46.15
	Trading	2	15.38
	Manufacturing & Trading	1	7.69
	Trading, Service	1	7.69
	Utility	3	23.08
Sector			
	Agribusiness	2	15.38
	Agribusiness/manufacturing	2	15.38
	Manufacturing	3	23.08
	Philippine made natural and organic personal care products	1	7.69
	training, technology, retail	1	7.69
	Utility	2	15.38
	Retail	1	7.69
	Did not indicate	1	7.69
Size of the Company			
	Small	7	53.85
	Medium	5	38.46
	Large	1	7.69
Geographical Location			
	Local	10	76.92
	Local & Multinational	3	23.08
Number of Employees			
	>10	1	7.69
	≤10 but > 20	5	38.46
	≤60 but > 70	1	7.69
	≤90 but > 100	1	7.69
	≤700 but >800	1	7.69
	≤1,000 but > 1500	1	7.69
	Did not indicate	3	23.08
% of Female to Total # of Employees			
	20% - 29.99%	2	15.38
	30% - 39.99%	1	7.69
	40% - 49.99%	1	7.69
	50% - 59.99%	3	23.08
	60% - 69.99%	1	7.69
	80% - 89.99%	1	7.69

Table 1.**COMPANY PROFILE (n=13)**

		Frequency (f)	Percentage (%)
	Did not indicate	4	30.77
Nature of Company in the Supply Chain			
	Manufacturer & Exporter	1	7.69
	Manufacturer	4	30.77
	Producer	1	7.69
	Supplier, manufacturer, partner, consultant, value chain change inhibitor	1	7.69
	Partner & Distributor	1	7.69
	Service provider, partner, training	4	30.77
	Distributor, retailer	1	7.69

Table 1 presents the participating organizations. In terms of the type of company, of the 13 organizations which were represented in the survey, six companies or 46.15% belong to the manufacturing industry, three companies or 23.08% came from utility, two companies or 15.38% from trading, while one company each came from manufacturing & trading, and trading/service, respectively.

In terms of the type of sector represented, results show that the 13 participating organizations were spread out, such that three or 23.08% came from manufacturing sector, two or 15.38% each, came from the agribusiness, agribusiness/manufacturing, and utility sectors, respectively. Lastly, one company or 7.69% each came from the Philippine made/organic personal care, training, technology & retail, and retail, respectively.

With regard to the company size, seven companies or 53.85% were considered as small scale, while five companies, or 38.46%, and one company or 7.69%, came from the medium and large scale organizations, respectively. Note, however, that the classification of company size was based only on the respondents' perception, which could be confirmed later on with some follow-up questions such as amount of capitalization.

In terms of geographical location, ten companies or 76.92% operate within the local economy, while three or 23.08% operate in both the local & multinational economies.

When the participating organizations were classified according to the number of employees, the results show that five, or 38.46%, have employees within the 10 to 20 manpower range, while one company each are shown to be having less than 10 manpower, within 60 to 70 manpower, between 90 to 100 manpower, 700 to 800 manpower, and within 1,000 to 1,500 employee manpower range, respectively. However, three organizations, or 23.08%, which were represented did not indicate any response for this item. The results show that the respondent-organizations represented a wide range of organizations..

With regard to the percentage of female employees compared to the total number of employees in the organization, the results show that three companies, or 23.08%, had female employees at the 50 to 59.99 percentage range of the their total number of employees, two companies, or 15.38% had 20% to 29.99% of its workforce filled-up with females, while the remaining companies, except for three companies which did not indicate the number of their employees, had their female to total employee ratio at 30%-39.99%, 40%-49.99%, 60%-69.99%, and, 80%-89.99%, respectively.

Finally, when grouped according to the nature of the company within the supply chain, the results in Table 1 show that four each, which is about 30.77%, from the participating companies, are

manufacturers and service providers, respectively, while one company each, or about 7.69%, came from manufacturing & export, producer, partner & distributor, and allied or miscellaneous, respectively.

Table 2.
RESPONDENTS' PROFILE (n=13)

		Frequency (f)	Percentage (%)
Sex			
	Female	12	92.31
	Male	1	7.69
Age			
	≥30 but <40	6	46.15
	≥40 but <50	2	15.38
	≥50 but <60	5	38.46
Highest Educational Attainment			
	Bachelor Degree	9	69.23
	Post-Graduate (Law)	1	7.69
	MBA	2	15.38
	Did not indicate	1	7.69
Language			
	Filipino, English	12	92.31
	Bisaya, English	1	7.69
Marital Status			
	Single	4	30.77
	Married	9	69.23
	Divorced		
No. of Years in the Company			
	0 - 10	8	61.54
	11 – 20	5	38.46
Status in Company			
	Permanent	10	76.92
	Temporary	1	7.69
	Did not indicate	2	15.38

Table 2 shows the respondents' profile in terms of sex, age, highest educational attainment, language spoken, marital status, no. of years in the respondent-company, and employment status.

Majority of the thirteen companies which participated in the study, or about 92.31%, were represented by women, with only one company which had a male representative, which was about 7.69%.

In terms of age, there were relatively more young people who participated in the study with a count of six representatives, or 46.154% having their age range falling between 30 to 40 years old, five respondents or 38.46%, with ages already above 50 but less than 60 years old, while, 2 respondents, or 15.38%, were within 40 to 50 years old range. The results show, however, that based on a threshold age of 40, it may be said that the participating companies were equitably represented.

With regards to the respondents' educational attainment, the results show that 9 or about 69.23% were bachelor's degree holders, two or about 7.69% had MBA's, one or 7.69% holds a law degree, while one did not disclose any information. It may be said that respondents are academically well-prepared for their roles and functions in their organizations.

Results also showed that there were nine respondents, or 69.23%, who were married while four, or 30.77% were single. In terms of number of years, eight respondents disclosed that they have been with their present organizations for 10 years or less, while five have served between 11 to 20 years.

Finally, when respondents were grouped according to status in the company, it was found that 10 or 76.92% were permanent, one was temporary while two did not indicate their status.

Table 3.
ROLE OF WOMEN IN THE COMPANY/BUSINESS (n=13)

		Frequency (f)	Percentage (%)
Nature of engagement with the company			
	Owner	10	76.92
	Employee	3	23.08
Positions Held			
	CEO/President	2	15.38
	COO	2	15.38
	Director/General Manager	5	38.46
	VP	1	7.69
	Assistant VP	1	7.69
	Operations Support Head	1	7.69
	Not Indicated	1	7.69
Tasks Performed			
	Policy making, decision making	1	7.69
	Setting up the business, hiring, financing, accounting, training making the management and business decisions, legal compliance	1	7.69
	Steer company and external relations	1	7.69
	Assists VPs in their respective departments	1	7.69
	Leads and implements programs for the stakeholders of the foundation	1	7.69
	Head of Business Group	1	7.69
	Manages Clark Water Corporation	1	7.69
	Marketing	1	7.69
	Overall management & supervision	1	7.69
	Handles the second brand called Great Women	1	7.69
	Not Indicated	3	23.08

Table 3 shows the respondents' description in terms of their nature of engagement, positions held, and tasks performed with their companies.

In terms of nature of engagement, ten, or 76.92% of the respondents, were owners of their companies, while three were employees (23.08%).

With regard to positions held by the respondents, all of the respondents, except for one, who did not indicate his position, held managerial positions, two or 15.38% each of the positions of CEO/President, and COO, respectively, five or 38.46% were the directors and/or general managers of their companies, while one each or 7.69% came from the positions of VP, Assistant VP, and, Operations Support Head, respectively.

The results therefore imply that in terms of the vantage point represented in the survey, all of the respondents were either from the middle and/or top management echelons, which would make for an interesting comparison with the staff and clients' perspectives, as a way to deepen the analysis.

Section 2. Participation of Women in the Business

This section presents the participation of women in their business organizations, with particular emphasis on governance, consultation, access, leadership, and enabling conditions.

Table 4.

WOMEN'S PARTICIPATION, CONSULTATION, AND DECISION-MAKING (GOVERNANCE)

Participation Variables	Mean	SD	Remarks
a. Women participate in the formulation of policies, programs and projects that may affect the personnel	3.69	0.48	Very Active
b. Women's concerns, suggestions and recommendations are taken into consideration	3.69	0.48	Very Active
c. Women are consulted on the formulation of policies, programs and projects that may affect the personnel	3.54	0.52	Very Active
d. Women participate and are consulted on company matters that affect their work life	3.69	0.48	Very Active
e. The company has a gender focal person and/or women's desk that performs to people's expectations of catering to the needs of women	2.38	1.33	Occasional
f. The company has adequate policies, programs and projects that allow women to contribute their expertise in the growth and development of the company	3.00	1.22	Active
g. The company implements a Gender and Development Framework and Action Plan	2.15	1.21	Occasional
h. The company allocates adequate financial resources to implement the Gender And Development Action Plan with priority in supporting women trainings, projects, events	2.08	1.26	Occasional
Overall, Women's PCD (Governance)	3.03	0.87	Active

Legend: 1.00-1.49 (No/Little PCD of Women), 1.50-2.49 (Occasional PCD of Women), 2.50-3.49 (Active PCD of Women), 3.50-4.00 (Very Active PCD of Women)

Table 4 presents the results of the respondents' assessment of their organizations' governance in terms of women's participation, consultation and decision-making. Apparently, all the organizations which participated in the study have very active governance mechanisms for women, particularly for the following areas: (a) formulation of policies, programs and projects ($\bar{x} = 3.69$, $SD = 0.48$); (b) consideration of the concerns, suggestions and recommendations ($\bar{x} = 3.69$, $SD = 0.48$); (c) consultation of women during formulation of policies, programs & projects ($\bar{x} = 3.54$, $SD = 0.52$), and (d) participation and consultation on matters that affect family life ($\bar{x} = 3.69$, $SD = 0.48$).

Furthermore, the participating organizations have been assessed to have active mechanisms for women in (f) adequacy of policies, programs and projects that allow women to contribute expertise ($\bar{x} = 3.00$, $SD = 1.22$).

However, it was also found that the respondents regard their organizations as having only occasional mechanisms for governance in terms of the following: (e) a gender focal person and/or women's desk ($\bar{x} = 2.38$, $SD = 1.33$); (g) implementation of the GAD framework and action plan ($\bar{x} = 2.15$, $SD = 1.21$); and (h) the allocation of resources to implement the GAD action plan ($\bar{x} = 2.08$, $SD = 1.26$).

Finally, the overall results show that governance mechanisms for the participation, consultation and decision-making for women in the workplace of the participating organizations are active ($\bar{x} = 3.03$, $SD = 0.87$).

Table 5.

REASONS WHY WOMEN ARE CONSULTED

Bases for the Consultation of Women	Mean	SD	Remarks
a. Women can see things through a gender lens.	3.38	0.51	Strong
b. Women have a wide and broader vision of looking at things.	3.23	0.73	Strong
c. Women are able to bring to new interactions their accumulated experience of dealing professionally, academically, and personally with men.	3.46	0.52	Strong
d. Women see a big meeting with a potential service provider as a chance to explore options in collaboration with an expert resource	3.23	0.60	Strong
e. Women are inclined to be more inquisitive, wanting to hear everyone’s thoughts before deciding.	3.31	0.63	Strong
f. Women are exploration-oriented	3.31	0.48	Strong
g. Women attend more to relationships and to the challenge of balancing multiple stakeholders’ interests	2.69	0.53	Strong
Overall, Appreciation/Agreement for the Practice of Consulting Women	3.23	0.53	Strong

Legend: 1.00-1.49 (No/Very little appreciation and/or agreement for the practice of consulting women), 1.50-2.49 (little/Some appreciation and/or agreement for the practice of consulting women), 2.50-3.49 (Strong appreciation and/or agreement for the practice of consulting women), 3.50-4.00 (Very strong appreciation and/or agreement for the practice of consulting women)

Table 5 shows the respondents self-assessed level of appreciation and/or agreement for the practice of consulting women in their workplaces.

Results showed that respondents have strong appreciation and/or agreement on all the practice of consulting women, on the following grounds: (a) women can see things through a gender lens ($\bar{X} = 3.38$, $SD = 0.51$); (b) women have a wide and broader vision ($\bar{X} = 3.23$, $SD = 0.73$); (c) women are able to bring new interactions ($\bar{X} = 3.46$, $SD = 0.52$); (d) women see the chance for collaboration ($\bar{X} = 3.23$, $SD = 0.60$); (e) women’s inquisitiveness and tendency to want to hear out everyone before deciding ($\bar{X} = 3.31$, $SD = 0.63$); (f) women are exploration-oriented ($\bar{X} = 3.31$, $SD = 0.48$); and (g) women’s ability to attend to more relationships and balance multiple interests ($\bar{X} = 2.69$, $SD = 0.53$).

Finally, the study found that overall, there is a strong agreement for the practice of consulting women in the workplace, at least among the organizations which participated ($\bar{X} = 3.23$, $SD = 0.53$).

Table 6.

WOMEN’S PARTICIPATION IN DECISION-MAKING MECHANISMS (n=13)

	Frequency (f)	Percentage (%)
a. Consultation	1	5.56
b. Established company institution structures (meetings, forum, written suggestion)	10	55.56
c. Women's desk or gender focal person	2	11.11
d. Women network advocacy (organizations)	3	16.67
e. Consensus-building mechanisms	2	11.11

Note: Multiple responses

Table 6 presents the various forms of participation engaged in by the respondents’ organizations to ensure women’s participation in the workplace. Results show that 10 of 18 answers, or 55.56% declared that there are established institutional structures in their organizations; three of 18 responses, or 16.67% expounded on organizations’ participation in network advocacies, while provision for women’s desk or gender focal persons, and consensus-building mechanisms were mentioned in every

two of 18 responses, or 11.11 % each. The least utilized mechanism mentioned was consultation, which mentioned only once out of the 18 responses, or 5.56%.

Table 7.

WOMEN'S ACCESS TO RESOURCES, OPPORTUNITIES, BENEFITS AND GAINS

Resources, Opportunities, Benefits & Gains	Mean	SD	Remarks
a. Access to decision-making bodies and processes: women's decisions are respected by the company	3.69	0.48	Very Strong
b. Access to Credit and financial resources allocation. The company allows women to avail credit for start-up on livelihood projects	3.23	0.52	Strong
c. Access to Markets. Women avail of opportunities in engaging with the company in terms of expanding income base or scaling the business	3.38	0.49	Strong
d. Salary, Benefits, etc. Based on industry rate, the company provides equal pay for equal work regardless of gender.	3.62	0.65	Very Strong
e. There are jobs wherein men are paid higher than women considering the same tasks done	1.92	0.76	Little
f. There are differences in benefits because of gender	1.85	0.90	Little
g. The company allows flexi- time for women	3.23	0.73	Strong
h. Women are given equal chances to be promoted to supervisory or managerial ranks	3.62	0.65	Strong
i. The company allows women to work from home on some days to accommodate family duties	2.62	0.77	Strong
j. The company has a policy on sexual- harassment against women	3.15	0.80	Strong
Overall, Access to Resources, Opportunities, Benefits & Gains	3.03	0.67	Strong

Legend: 1.00-1.49 (No/Very little access), 1.50-2.49 (Little/Some access), 2.50-3.49 (Strong access), 3.50-4.00 (Very strong access)

Table 7 reports the assessment of the respondents regarding their organizations' provisions for women to be able to access resources, opportunities, benefits and gains in the workplace.

Results show that the respondents regard their organizations as very strong in terms of (a) providing access to decision-making bodies and processes to ensure that women's decisions are respected ($\bar{x} = 3.69$, $SD = 0.48$); and (d) the salary & benefits package provided, and adherences to equal pay ($\bar{x} = 3.62$, $SD = 0.65$).

Furthermore, respondents also believed that their organizations are strong in: (b) providing access to credit and financial resource allocation ($\bar{x} = 3.23$, $SD = 0.52$); (c) providing access to markets ($\bar{x} = 3.38$, $SD = 0.49$); (g) providing flexi-time for women ($\bar{x} = 3.23$, $SD = 0.73$); (h) equal chances for promotion to supervisory/managerial ranks ($\bar{x} = 3.62$, $SD = 0.65$); (i) providing the leeway for women to work from home ($\bar{x} = 2.62$, $SD = 0.77$); (j) ensuring the presence of anti-sexual harassment against women ($\bar{x} = 3.15$, $SD = 0.80$).

However, the respondents assessed their organizations as providing just little access in terms of (e) ensuring that women are paid equal to men for the same tasks ($\bar{x} = 1.92$, $SD = 0.76$); and (f) in narrowing the differences in pay attributed to gender ($\bar{x} = 1.85$, $SD = 0.90$).

Finally, respondents assessed their organizations to be strong overall in terms of providing access to resources, opportunities, benefits & gains for women's access in the workplace ($\bar{x} = 3.03$, $SD = 0.67$).

Table 8.

WOMEN'S ACCESS TO CAPABILITY BUILDING-EDUCATION, TRAINING & INFORMATION

Capacity Building, Training & Information Parameters	Mean	SD	Remarks
a. The company provides gender and cultural trainings to enhance the participation of women in contributing their expertise for the progress of the company.	3.08	0.65	Strong
b. Women attend these trainings regularly	3.15	0.55	Strong
c. The company encourages women as well as men to go on study through scholarship or educational assistance program.	3.00	0.58	Strong
d. Women are given more priority for trainings than men.	1.92	0.49	Little
e. Women avail of scholarships granted to them	2.62	0.39	Strong
Overall, Capacity Building, Training & Info Parameters	2.75	0.53	Strong

Legend: 1.00-1.49 (No/Very little provision of access to capacity building-educ., training & info), 1.50-2.49 (Little/Some provision of access...), 2.50-3.49 (Strong provision of access...), 3.50-4.00 (Very strong provision of access...)

Table 8 presents the result of the respondents' assessment of their organizations' provisions to ensure women's access to capability building-education, training & information in the workplace.

Results show that the participating organizations regard their efforts to provide capacity building, training & info to women is strong, particularly with regard to: (a) gender and cultural trainings ($\bar{x} = 3.08$, $SD = 0.65$); (b) women's attendance to trainings ($\bar{x} = 3.15$, $SD = 0.55$); and (c) study through scholarship or educational assistance ($\bar{x} = 3.00$, $SD = 0.58$); and (e) ensuring that women actually avail of scholarships granted to them ($\bar{x} = 2.62$, $SD = 0.39$)

However, respondents believe that their organizations are providing little access in terms of (d) providing more priority to women in trainings ($\bar{x} = 1.92$, $SD = 0.49$).

Finally, results show that respondents regard their organizations to be strong overall in providing capacity building, training & info for women in the workplace ($\bar{x} = 2.75$, $SD = 0.53$).

Table 9.

WOMEN'S ACCESS TO LEADERSHIP, VOICE & VISIBILITY

Variables	Mean	SD	Remarks
a. The company give chances for women to become project leaders.	3.23	0.40	Strong
b. Women are given the chance to lead company programs, prestigious events, or other significant projects.	3.23	0.40	Strong
c. The company is gender sensitive in its language.	2.54	0.63	Strong
d. The company is unionized dominated by women the roster of officers.	1.62	0.87	Little
e. The company has open communication to employees and partners through dialogues to encourage women and men to foster good relationships.	2.77	0.47	Strong
f. The company supports women organizations and activities.	2.77	0.65	Strong
g. Women are provided trainings for leadership positions.	2.92	0.52	Strong
Overall	2.73	0.56	Strong

Legend: 1.00-1.49 (No/Very little provision of access to leadership, voice & visibility), 1.50-2.49 (little/Some provision of access...), 2.50-3.49 (Strong provision of access...), 3.50-4.00 (Very strong provision of access...)

Table 9 presents the respondents' assessment of their organizations' provision for women's access to leadership, voice & visibility in the workplace.

Results indicate that respondents believe that their organizations are strong in terms of (a) providing women chances to become project leaders ($\bar{X} = 3.23$, $SD = 0.40$); (b) giving women the chance to lead com; (e) providing open communication through dialogues ($\bar{X} = 2.77$, $SD = 0.47$); (f) providing support for women organizations and activities ($\bar{X} = 2.77$, $SD = 0.65$); and (g) provision of trainings for leadership positions ($\bar{X} = 2.92$, $SD = 0.52$).

However, respondents also believe that their organizations provided just little/some access to women in terms of: (d) the officers of the employees' union is dominantly women ($\bar{X} = 1.62$, $SD = 0.87$).

Finally, the results show that the overall access to leadership provided by the organizations for women in the workplace has been rated by the respondents as strong ($\bar{X} = 2.73$, $SD = 0.56$).

Table 10.

Women's Access to Innovation & Technology

Variables	Mean	SD	Remarks
a. The company supports innovative business approaches /activities that encourage more women to participate.	3.08	0.50	Strong
b. Modern technology enhances or improves women's participation company programs and projects.	3.31	0.51	Strong
c. Women network is effective in in our area.	3.15	0.67	Strong
d. Women actively participate in social marketing (e.g. Facebook, twitter, instagram etc.)	3.23	0.67	Strong
Overall, Women's Access to Innovation & Technology	3.19	0.67	Strong

Legend: 1.00-1.49 (No/Very little provision of access to innovation & technology), 1.50-2.49 (Little/Some provision of access...), 2.50-3.49 (Strong provision of access...), 3.50-4.00 (Very strong provision of access...)

Table 10 presents the respondents' assessment of the provision of access to innovation & technology for women in the workplace of the participating organizations. Results show that the provision for women's access to innovation and technology at the workplace was considered to be strong in the specific aspects, specifically: (a) business approaches to encourage women participation ($\bar{X} = 3.08$, $SD = 0.50$); (b) modern technology that improves/enhances women participation ($\bar{X} = 3.31$, $SD = 0.51$); (c) effective networking ($\bar{X} = 3.15$, $SD = 0.67$); and (d) women participation in social marketing ($\bar{X} = 3.23$, $SD = 0.67$).

Furthermore, the overall assessment for the provision of access to innovation and technology for women in the workplace is rated strong ($\bar{X} = 3.19$, $SD = 0.67$).

Table 11.

ENABLING CONDITIONS FOR SUSTAINABILITY OF WIB

Enabling conditions for sustainability	Mean	SD	Remarks
a. Appropriate government policy framework supporting Women inclusive business	3.00	0.52	Strong
b. Accessible and relevant Information	3.00	0.52	Strong
c. Adequate financial support from lending institutions; Gender responsive Bank policy that allow women to access credit with less cumbersome requirements	2.92	0.52	Strong
d. Strong partnerships and networking of like-minded inclusive business entrepreneurs, investors & advisers	3.00	0.52	Strong
e. Continuous visibility that highlights the contribution of women in inclusive business	2.92	0.52	Strong
f. Government and private lending institutions provide incentives for women in inclusive business	2.69	0.53	Strong
Overall	2.92	0.52	Strong

Legend: 1.00-1.49 (No/Very little presence of enabling conditions for WIB), 1.50-2.49 (Little/Some presence of enabling conditions for WIB), 2.50-3.49 (Strong presence of enabling conditions for WIB), 3.50-4.00 (Very strong presences of enabling conditions for WIB)

Table 11 presents the results of the assessment of the presence of enabling conditions for the sustainability of Women in Business (WIB).

It was found that the respondents believe that their organizations and other stakeholders provided strong enabling conditions for the sustainability of WIB in their workplaces in terms of: (a) appropriate government policy ($\bar{x} = 3.00$, $SD = 0.52$); (b) access to information ($\bar{x} = 3.00$, $SD = 0.52$); ($\bar{x} = 3.19$, $SD = 0.67$); (c) adequate financial support ($\bar{x} = 2.92$, $SD = 0.52$); (d) strong partnership and networking ($\bar{x} = 3.00$, $SD = 0.52$); (e) continuous visibility ($\bar{x} = 2.92$, $SD = 0.52$); (f) provision of incentives ($\bar{x} = 2.69$, $SD = 0.53$).

Overall, the organizations were assessed to have strong enabling conditions for the sustainability of WIB in their workplaces ($\bar{x} = 2.92$, $SD = 0.52$)

SECTION 3. CHALLENGES/CONSTRAINTS

Section 3 presents the perceived challenges/constraints of women in inclusive business, and the challenges and constraints preventing the empowerment of women at the base of the pyramid.

Table 12.

CHALLENGES/CONSTRAINTS OF WOMEN IN INCLUSIVE BUSINESS

Challenges/constraints	Mean	SD	Remarks
a. Unavailability or dearth of Information about Inclusive Business	2.77	0.74	Strong
b. Very rigid/stringent policy framework/Rules	2.38	0.60	Little
c. Lack of or insufficient Support /Financial Resources towards Inclusive Business	2.46	0.70	Little
d. Incomprehensible Structural Capacity of women in inclusive business(e.g. partnerships not clear, etc.)	2.31	0.65	Little
e. Personal attitudes (fear , insecurity,	2.46	0.83	Little
f. Family influences	2.46	0.70	Little
g. Cultural perspectives that hinder women to engage in business	2.15	0.92	Little
Overall	2.43	0.73	Little

Legend: 1.00-1.49 (No/Very little challenges and/or constraints), 1.50-2.49 (Little/Some challenges and/or constraints), 2.50-3.49 (Strong challenges and/or constraints), 3.50-4.00 (Very strong challenges and/or constraints)

Table 12 presents the various challenges and/or constraints which were encountered by respondents which hamper the development of the interest of women towards Inclusive Business.

Results show that respondents consider the (a) unavailability or dearth of information about Inclusive Business as a strong challenge and/or constraint ($\bar{x} = 2.77$, $SD = 0.74$).

Furthermore, the results also show that the respondents hold the belief that the following are merely little challenges and/or constraints: (b) rigid/stringent policy framework/rules ($\bar{x} = 2.38$, $SD = 0.60$); (c) lack of or insufficient support/financial resources ($\bar{x} = 2.46$, $SD = 0.65$); (d) incomprehensible structural capacity of women ($\bar{x} = 2.31$, $SD = 0.65$); (e) personal attitudes ($\bar{x} = 2.46$, $SD = 0.83$); (f) family influences ($\bar{x} = 2.46$, $SD = 0.70$); and (g) cultural perspectives ($\bar{x} = 2.15$, $SD = 0.92$).

Overall, the respondents regard the challenges and/or constraints that women in their workplace face which prevent them from going into inclusive business as little ($\bar{x} = 2.43$, $SD = 0.73$).

Table 13.

**CHALLENGES/CONSTRAINTS PREVENTING THE EMPOWERMENT OF WOMEN
AT THE BASE OF THE PYRAMID**

Challenges/constraints	Mean	SD	Remarks
a. Unavailability or dearth of Information about Inclusive Business	2.77	0.74	Strong
b. Very rigid/stringent policy framework/Rules	2.62	0.72	Strong
c. Lack of or insufficient Support /Financial Resources towards Inclusive Business	2.54	0.63	Strong
d. Incomprehensible Structural Capacity of women in inclusive business (e.g. Not clear understanding of working attitudes of women, others, please specify)	2.38	0.60	Little
Overall, Constraints/Challenges for the Empowerment of Women at the BoP	2.58	0.67	Strong

Legend: 1.00-1.49 (No/Very little challenges and/or constraints), 1.50-2.49 (Little/Some challenges and/or constraints), 2.50-3.49 (Strong challenges and/or constraints), 3.50-4.00 (Very strong challenges and/or constraints)

Table 13 reports the challenges/constraints preventing the empowerment of women at the base of the pyramid, as perceived by the respondents.

Results show that respondents regard as strong the following challenges/constraints: (a) unavailability/dearth of information ($\bar{x} = 2.77$, $SD = 0.74$); (b) rigid/stringent policy framework/rules ($\bar{x} = 2.62$, $SD = 0.72$); (c) lack of or insufficient support/financial resources ($\bar{x} = 2.454$, $SD = 0.63$).

However, results also show that respondents believe that an incomprehensible structural of capacity of women in business is just a little challenge/constraint ($\bar{x} = 2.38$, $SD = 0.60$).

Finally, the overall results show that the respondents believe that there are strong constraints/challenges which are preventing the empowerment of women at the base of the pyramid ($\bar{x} = 2.58$, $SD = 0.67$).

SECTION 4. INSTITUTIONS' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

This section presents the respondents' assessment of support provided by the government agencies, private companies, financial institutions, civil society/non-government organizations, cooperatives, academe, and development partners.

Table 15.

GOVERNMENT AGENCIES' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Challenges/constraints	Mean	SD	Remarks
a. Framework, programs, projects	2.38	1.00	Little
b. Financial, materials, equipment	2.15	0.89	Little
c. Technology, information, marketing	2.38	1.08	Little
d. Training, education, advertising	2.46	1.07	Little
e. Networking, linkaging, matchmaking	2.46	1.07	Little
Overall	2.37	1.02	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 15 presents the respondents' assessment of the government's support for women in inclusive business.

Results show that respondents believe that government agencies provide little support for women in inclusive business in terms of: (a) framework, programs, projects ($\bar{X} = 2.38$, $SD = 1.00$); (b) financial, materials, equipment ($\bar{X} = 2.15$, $SD = 0.89$); (c) technology, information, marketing ($\bar{X} = 2.38$, $SD = 1.08$); (d) training, education, advertising ($\bar{X} = 2.46$, $SD = 1.07$); (e) networking, linkaging, matchmaking ($\bar{X} = 2.46$, $SD = 1.07$).

The overall results show that respondents believe that the government is providing little support for women in inclusive business ($\bar{X} = 2.37$, $SD = 1.02$).

Table 16.

PRIVATE COMPANIES' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.46	1.07	Little
b. Financial, materials, equipment	2.31	1.09	Little
c. Technology, information, marketing	2.46	1.07	Little
d. Training, education, advertising	2.62	1.19	Strong
e. Networking, linkaging, matchmaking	2.54	1.22	Strong
Overall	2.48	1.13	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 16 shows the report of the respondents' assessment of private company's support for women in inclusive business.

Results show that respondents regard as strong the following forms of support provided by private companies: (d) training, education, advertising ($\bar{X} = 2.62$, $SD = 1.19$); and € networking, linkaging, matchmaking ($\bar{X} = 2.54$, $SD = 1.22$).

However, results also show that respondents believe that private companies provide only little support women in inclusive business in terms of: (a) framework, programs, projects ($\bar{X} = 2.46$, $SD = 1.07$); (b) financial, materials, equipment ($\bar{X} = 2.31$, $SD = 1.09$); and (c) technology, information, marketing ($\bar{X} = 2.46$, $SD = 1.07$).

Finally, results also show that respondents believe that the overall support provided by private companies to inclusive business is little ($\bar{X} = 2.48$, $SD = 1.13$)

Table 17.

FINANCIAL INSTITUTIONS' (BANKS & OTHER LENDING COMPANIES) SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.23	1.03	Little
b. Financial, materials, equipment	2.31	1.01	Little
c. Technology, information, marketing	2.00	1.29	Little
d. Training, education, advertising	2.00	1.12	Little
e. Networking, linkaging, matchmaking	1.85	1.33	Little
Overall	2.08	1.15	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 17 shows the results of the assessment made by the respondents on the support for women in inclusive business by financial institutions.

It was found that the respondents regarded the support provided by financial institutions to women in inclusive business as little in terms of: (a) framework, programs, projects ($\bar{X} = 2.23$, $SD = 1.03$); (b) financial, materials, equipment ($\bar{X} = 2.31$, $SD = 1.01$); (c) technology, information, marketing ($\bar{X} = 2.00$, $SD = 1.29$); (d) training, education, advertising ($\bar{X} = 2.00$, $SD = 1.12$); and (e) networking, linkaging, matchmaking ($\bar{X} = 1.85$, $SD = 1.33$).

Finally, the overall results show that respondents believe that financial institutions provide only little support for women in inclusive business ($\bar{X} = 2.48$, $SD = 1.13$).

Table 18.

CIVIL SOCIETY'S SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.46	1.04	Little
b. Financial, materials, equipment	2.15	1.04	Little
c. Technology, information, marketing	2.15	1.04	Little
d. Training, education, advertising	2.38	1.08	Little
e. Networking, linkaging, matchmaking	2.23	1.03	Little
Overall	2.28	1.04	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 18 contains the results of the assessment made by respondents on the extent of support provided by civil society to women in inclusive business.

It was found that respondents assessed the support for women inclusive business by civil society as little in terms of: (a) framework, programs, projects ($\bar{X} = 2.46$, $SD = 1.04$); (b) financial, materials, equipment ($\bar{X} = 2.15$, $SD = 1.04$); (c) technology, information, marketing ($\bar{X} = 2.15$, $SD = 1.04$); (d) training, education, advertising ($\bar{X} = 2.38$, $SD = 1.08$); and (e) networking, linkaging, matchmaking ($\bar{X} = 2.23$, $SD = 1.03$).

Finally, the overall results show that respondents believe civil society is only providing little support for women in inclusive business ($\bar{X} = 2.28$, $SD = 1.04$).

Table 19.

COOPERATIVES' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.31	1.10	Little
b. Financial, materials, equipment	2.00	1.36	Little
c. Technology, information, marketing	1.69	1.26	Little
d. Training, education, advertising	1.92	1.35	Little
e. Networking, linkaging, matchmaking	2.15	1.21	Little
Overall	2.32	1.26	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 19 presents the results of the assessment made by the respondents on the support provided by cooperatives for women in inclusive business.

Results show that cooperatives were assessed to be providing little support to women in inclusive business in terms of: (a) framework, programs, projects ($\bar{X} = 2.31$, $SD = 1.10$) financial, materials, equipment ($\bar{X} = 2.00$, $SD = 1.36$); (c) technology, information, marketing ($\bar{X} = 1.69$, $SD = 1.26$); (d) training, education, advertising ($\bar{X} = 1.92$, $SD = 1.35$); and (e) networking ($\bar{X} = 2.15$, $SD = 1.21$).

Overall results show that cooperatives were providing only little support for women in inclusive business .

Table 20

ACADEME'S SUPPORT FOR WOMEN IN BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	2.38	1.24	Little
b. Financial, materials, equipment	1.62	1.36	Little
c. Technology, information, marketing	1.77	1.38	Little
d. Training, education, advertising	1.92	1.31	Little
e. Networking, linkaging, matchmaking	2.15	1.37	Little
Overall	1.97	1.33	Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 20 reflects the assessment made by the respondents on the support being provided by academe for women in inclusive business.

The results show that respondents believe that academe provides little support for women in business in terms of: (a) framework, programs, projects ($\bar{X} = 2.38$, $SD = 1.24$); (b) financial, materials, equipment ($\bar{X} = 1.62$, $SD = 1.36$); (c) technology, information, marketing ($\bar{X} = 1.77$, $SD = 1.38$); (d) training, education, advertising ($\bar{X} = 1.92$, $SD = 1.31$); (e) networking, linkaging, matchmaking ($\bar{X} = 2.15$, $SD = 1.33$). ($\bar{X} = 2.28$, $SD = 1.26$) ($\bar{X} = 2.28$, $SD = 1.26$)

The overall results likewise show that the respondents regard academe's support for women in business as little ($\bar{X} = 1.97$, $SD = 1.33$).

Table 21.

DEVELOPMENT PARTNERS' SUPPORT FOR WOMEN IN INCLUSIVE BUSINESS

Forms of Support	Mean	SD	Remarks
a. Framework, programs, projects	1.85	1.31	Little
b. Financial, materials, equipment	1.46	1.60	Very Little
c. Technology, information, marketing	1.85	1.31	Very Little
d. Training, education, advertising	1.85	1.31	Very Little
e. Networking, linkaging, matchmaking	1.69	1.28	Very Little
Overall	1.74	1.36	Very Little

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

Table 21 presents the respondents' assessment of the support provided by development partners for women in inclusive business.

Results show that the respondents regard the support provided to women in inclusive business by development partners as little in terms of: (a) framework in terms of financial, materials, equipment ($\bar{X} = 1.85$, $SD = 1.31$).

Furthermore, results also show that respondents regard as very little the support of development partners for women in inclusive business in terms of the: (b) financial, materials, equipment ($\bar{X} = 1.46$, $SD = 1.60$); (c) technology, information, marketing ($\bar{X} = 1.85$, $SD = 1.31$); (d) training, education, advertising ($\bar{X} = 1.85$, $SD = 1.31$); (e) networking, linkaging, matchmaking ($\bar{X} = 1.69$, $SD = 1.28$). ($\bar{X} = 1.97$, $SD = 1.33$)

Finally, the overall assessment shows that the development partners' support for women partners was assessed by the respondents as very little ($\bar{X} = 1.74$, $SD = 1.36$).

Table 22. Summary of Institutions' Support for Women in Inclusive Business

Institutions	Framework , Programs, Projects	Financial, Materials, Equipment	Technology, Information Marketing	Training, Education Advertising	Networking, Linkaging Matchmaking	Overall Mean	Remarks
1. Government Agencies	2.38	2.15	2.38	2.46	2.46	2.37	
2. Private Companies	2.46	2.31	2.46	2.62	2.54	2.48	
3. Financial Institutions (Banks & other Lending)	2.23	2.31	2.00	2.00	1.85	2.08	
4. Civil Society (NGOs)	2.46	2.15	2.15	2.38	2.23	2.28	
5. Cooperatives	2.31	2.00	1.69	1.92	2.15	2.32	
6. Academe	2.38	1.62	1.77	1.92	2.15	1.97	
7. Development Partners	1.85	1.46	1.85	1.85	1.69	1.74	
Overall	2.03	1.79	1.78	1.90	1.91	1.93	
Remarks	2.30	2.00	2.04	2.16	2.15	2.18	

Legend: 1.00-1.49 (No/Very little support), 1.50-2.49 (Little/Some support), 2.50-3.49 (Strong support), 3.50-4.00 (Very strong support)

APPENDIX “B”

Abstracts of Studies and Reports

ARTICLES

Organizational Ambidexterity and the Elusive Quest for Successful Implementation of BoP Ventures

Ezequiel Reficco and Roberto Gutiérrez

Organization & Environment 2016, Vol. 29(4) 461–485

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Successful cases of base of the pyramid (BoP) ventures in large corporations remain hard to find. The BoP literature has identified external and (to a lesser extent) internal barriers to implementation. However, this literature has treated barriers as isolated and discrete elements, overlooking the fact that most often those are integrated as part of the organization’s business model. In fact, the challenge of implementing a BoP venture within the umbrella of a large corporation can be framed as a challenge to achieve organizational ambidexterity. We apply that frame to the study of a critical incident, a “most likely” case where 12 large corporations received every incentive to implement BoP ventures, yet only 3 survived. We looked at both failures and success cases, and extract lessons from them. Our findings go against the grain of some prescriptions of mainstream BoP literature and the practice of funding agencies. We finish with recommendations for policy.

Keywords: base of the pyramid, BoP, strategy, disruptive innovation, organizational ambidexterity, inclusive business, multinational corporations, emerging markets, social enterprise, small and medium enterprises

Inclusive Business Creation: Good Practice Compendium

OECD/EU (2016)

OECD Publishing, Paris.

<http://dx.doi.org/10.1787/9789264251496-en>

Among the main barriers to business start-up for these population groups (youth, seniors, women, ethnic minorities and immigrants, people with disabilities and the unemployed) are access to finance and a lack of entrepreneurship skills. Youth in particular cite these barriers. Women are as likely as men to report these barriers but a gender gap emerges with respect to difficulty reconciling self-employment with family responsibilities and a lack of business idea. Older people are much less likely to report barriers to self-employment than youth and core-age adults, but nevertheless suffer from relatively low labour market participation.

Business creation, or more correctly sustainable business creation, is clearly a key outcome sought from inclusive entrepreneurship policies, and with it greater labour market participation by the target population groups. At the same time, however, the generation of sustainable business start-ups is not the sole outcome sought. People who are encouraged to consider and test entrepreneurship will not always wish to go ahead with starting a business, but very often receive a boost to their skills, motivations, networks and employability from engaging in entrepreneurship. This improves their chances of obtaining a job.

This compendium of good practices aims to increase awareness about the potential of inclusive entrepreneurship policies and programmes, and to be a source of inspiration for policy makers at national, regional and local levels. The in-depth case studies from around the European Union illustrate some of the many options that policy makers have in supporting inclusive business creation, including entrepreneurship training, coaching and mentoring, role models, microfinance, welfare bridges, business counselling and entrepreneurial networking.

Looking across these examples, several keys to success can be identified, regardless of the approach taken or the target client group: develop and deliver inclusive entrepreneurship policies and programmes as part of an integrated strategy, define clear objectives and targets for policy intervention, use targeted outreach to engage disadvantaged and under-represented groups, use competitive mechanisms to target intensive support on those with the potential to succeed, use specialist trainers and advisers, and learn from experience.

Keywords: Inclusive Business, Inclusive Entrepreneurship

Poverty, Business Strategy, and Sustainable Development

Stuart Hart, Sanjay Sharma, and Minna Halme

Organization & Environment

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The past 15 years have witnessed an exponential growth in business activities aimed at serving the needs and increasing the well-being of disenfranchised individuals in low-income communities. Thousands of new business initiatives, development institution programs, and innovative investment funds focused on poverty alleviation have emerged during this time. Similarly, since the late 1990s when Prahalad and Hart first coined the term Bottom of Pyramid (BoP), and suggested a new, enterprise-based approach to poverty alleviation, there has also been a steady rise in research on business and poverty. A whole new lexicon emerged to describe this phenomenon, including phrases like “inclusive business,” “subsistence market places,” “frugal innovation,” and “impact investing.” Unfortunately, management theory and research have not advanced at the same pace with the BoP business revolution, and consequently knowledge about parameters for successfully integrating business, poverty alleviation and sustainable development still remains ambiguous.

Keywords: sustainable development, poverty, business strategy, environment, stakeholders, innovation, inclusive business, low-income communities, frugal innovation

A Study of Female Entrepreneurs in Belize

Gerson Aldana and Somanadevi Thiagarajan (2016)

A research was carried out to understand, analyze and document the profile of female entrepreneurs in Belize and to identify the factors that contribute to their success. The data was collected through questionnaires and analyzed by using SPSS. The profile studied include age, education level, income, number of children, marital status, business type, etc. The factors that contribute for success of the female entrepreneurs were measured by using variables such as profits, social status, self-achievement, quality of product and services. To improve success and life style it is recommended that the female entrepreneurs engage in continuous training and complete tertiary level education. In order to encourage more women to become entrepreneurs, financial institutions should create microfinancing outlets to provide credit facilities along with sound business and legal advice.

Keywords: Women Entrepreneurs, Success, Training, Microfinance.

Inclusive Development in Sericulture Through Female Empowerment: A Case Study in Malda District, West Bengal

Chandan Roy (2015)

The paper explores the impact of women workers' dominance in sericulture sector upon the process of inclusive development in the rural household sectors of West Bengal. Role of women in this artisanal silk sector has been historically evolved. Her patience, perseverance, caring attitude and adaptability to new technologies have made her activities more dominant in sericulture and silk production. Dominance of female workers in productive workforce is always expected to exert positive influence on all development paradigm including health and education. This research paper specifically delves in intricate relationship between women dominance in sericulture activities and number of women and children existing in the family, household income, household size, total man-days involved and wage difference between male and female workers. The share of women workers in total labour force in this household industry is inversely being influenced by the hired to domestic female ratios and number of total workers, while numbers of female workers leaves a positive influence.

Keywords: Sericulture, Silk-yarn, Female-labour, Female Empowerment, West Bengal

Women Entrepreneurs and Economic Development in Nigeria: Characteristics for Success Isidore Ekpe (2015)

The objective of this study is to examine the characteristics that are considered essential for the success of entrepreneurial activity in an economy; and whether Nigerian women entrepreneurs have adequate possession of these characteristics. The success of entrepreneurs is a boost to an economy and their business development is considered a vital link to an overall economic growth of such a nation. This is made possible through their positive impact on economic development at the grassroots. Entrepreneurships are very vital to a nation's economic development as they help to create wealth, reduce unemployment and poverty. In other to perform their vital role in economic development of their households, communities and countries, they need to possess certain characteristics. It has been observed that the survival rate of many micro-enterprises in Nigeria is low, and that some entrepreneurs' access micro-credits from micro-finance banks only to be used to settle other non-business issues. On this premise, this study seeks to examine whether Nigerian women entrepreneurs possess the necessary characteristics, and the effect of such features on entrepreneurial success. Of the 200 questionnaires distributed, 158 were correctly filled and used for the descriptive statistical analysis. The study revealed that majority of women in micro-enterprises had secondary/high school education, had a mean age of 30 years, mean number of children as 3, mean years of business experience as 3 years, married, understood the local language, had training before business and were group members. Motivation, foresight and achievement were also vital characteristics for success. It was also discovered that the majority of the entrepreneurs were not under paid employment before starting micro-enterprises. This showed that they were new entrants into business which may be occasioned by unemployment situation in the country. It also portrayed lack of skill acquisition which called for pre-loan training. The results of the study concluded that women entrepreneurs in Nigeria possess the necessary characteristics for entrepreneurial success. This confirms that most of the failed enterprises belong to the men.

Keywords: Women entrepreneurs; success characteristics; Nigeria, Economic Impact

Women's Entrepreneurship: closing the gender gap in access to financial and other services and in social entrepreneurship

Katie McCracken, Sergio Marquez, Dr. Caleb Kwong, Professor Ute Stephan, Professor Adriana Castagnoli, and Marie Dlouhá (2015)

This study explores differences between men and women entrepreneurs and social entrepreneurs. It explores the barriers and discriminatory effects that hinder women's entrepreneurship, including access to finance in the European Union. The study includes four case studies covering the situation in the Czech Republic, Italy, Sweden, and the United Kingdom.

Keyword: Women Entrepreneurs, Social Entrepreneurs

**How is Japan Supporting Inclusive Business? The Practitioner Hub for Inclusive Business.
Mori, K. (2014).**

In Japan, METI, Ministry of Economy, Trade & Industry started “Japan Inclusive Business Support Center” in Oct. 2010, where METI and JETRO, Japan External Trade Organization, established an Information Portal Site for BoP/Inclusive businesses.

After that, JETRO sent business missions accompanying Japanese businesses to cultivate BoP/Inclusive businesses in Asia, Africa and South America. JETRO has also placed local coordinators that support Japanese companies in Bangladesh, Ethiopia, India, Indonesia, Kenya, Nigeria, Pakistan, Peru and Tanzania.

JICA, Japan International Cooperation Agency started support programs for BoP/Inclusive business feasibility studies while promoting partnerships with local communities. JICA has already supported about one hundred feasibility studies all over the world, where many Japanese SMEs struggle to sort out their business plans. Many Japanese companies have a long history of training their foreign employees in Japanese business practices, often using training courses by the Japanese government. Many of their foreign trainees become ministers & business leaders in their home countries. They have voluntarily established alumni associations in countries such as Africa, India and China. They diffuse Japanese management style to local businesses and, in doing so, increase the mutual welfare of local communities.

Through these experiences, Japanese SMEs & big businesses have great potential to contribute more by nurturing the concept of inclusiveness and developing the notion of mutuality.

Keywords: Inclusive Business, Government Support

**Women, Business and Human Rights: A background paper for the UN Working Group on
Discrimination Against Women in Law and Practice
Ama Marston
March 7, 2014**

Women make significant contributions to the effectiveness, profits and talent pools available to business not to mention the overall contributions they make to economies. Furthermore, women’s inclusion in governance and leadership positions within business is critical given the ways in which the private sector creates jobs, produces growth and impacts economic, social, environmental and cultural aspects of life. There is growing awareness of the need to address women’s equal access to business leadership and entrepreneurship and the need to incorporate gender into corporation responsibility and evaluation of the impacts of the ways we do business today. As a result there are a number of positive examples of change at the state, multilateral, private sector and civil society levels exist within each of these.

However, a significant amount of discrimination remains and continues to exclude women from economic governance and creates barriers for women as business leaders, decision-makers and entrepreneurs. There are several existing international mechanisms in support of non-discrimination. However, the significant gap in opportunities for women is a reminder that we must put them to better use to repeal discriminatory laws, policies and practices. Among the greatest measures for addressing greater equality and opportunity for women in business are the introduction of quotas for women’s representation in leadership and decision-making positions as well as efforts to improve access to credit and financial resources and increase opportunities through cooperatives, procurement policy, access to business networks and trade related opportunities. While women have been excluded from the highest-ranking positions in business, current business models, often supported by international trade agreements, have also spurred a global search for cheap labour and business environments with lax

regulation. This has disproportionately impacted women workers in the lower echelons and women in communities where transnational corporations operate. Within the context of corporate responsibility and a global discussion around business and human rights, a conversation is just beginning to emerge with respect to how it relates to women. This encompasses the challenges women face across a range of sectors from the garment industry to land intensive sectors such as the extractive industries. It also includes the unique experiences of women due to their reproductive roles, the feminisation of migration and women's vulnerability to sexual violence and trafficking. Normative frameworks such as the UN Guiding Principles on Business and Human Rights, which have been widely endorsed by governments and companies around the world must now be put to practice with the inclusion of women not just as victims of rights violations but as decision-makers and agents of change. In hand with business leaders, multilateral agencies, governments and others in civil society women must be given an equal opportunity to shift the balance of the costs and benefits of business.

Keywords: Women, Business, Government

Reviewing a Decade of Research on the “Base/Bottom of the Pyramid” (BOP) Concept

Ans Kolk, Miguel Rivera-Santos, and Carlos Rufin

Business & Society 2014, Vol. 53(3) 338 –377

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In 1998-1999, Prahalad and colleagues introduced the base/bottom of the pyramid(BOP) concept in an article and a working paper. This article's goal is to answer the following question: What has become of the concept over the decade following its first systematic exposition in 1999? To answer this question, the authors conducted a systematic review of articles on the BOP, identifying 104 articles published in journals or proceedings over a 10-year period (2000-2009). This count excludes books, chapters, and teaching cases. The review shows that the BOP concept evolved dramatically following Prahalad's original call to multinational enterprises (MNEs). Deemphasizing the role of MNEs over time, published BOP articles portray a more complex picture, with wide variations in terms of BOP contexts, of BOP initiatives, and of impacts of the BOP approach. A simple framework for organizing the reviewed articles helps discuss findings, identify the gaps that still exist in the literature, and suggest directions for future research.

Keywords: base of the pyramid, bottom of the pyramid, poverty, development, multinational Enterprises

The impact of connectivity technology on home-based business venturing: The case of women in the North East of England

Pooran Wynarczyk & Jayne Graham (2013)

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DOI: 10.1177/0269094213491700

This article aims to assess the extent to which connectivity technology has contributed to home-based business activities of women in the North East of England. Based on an empirical survey of 98 women-owned home-based businesses, the article concludes that technology has reframed the concept of 'home economics', providing an effective medium for engaging women in the labour market. The article argues that home-based business venturing needs to be further promoted via appropriate policy channels and support networks as a viable and serious employment opportunity, as well as a solution to dual-role conflict experienced by some women who may otherwise be deterred from playing active roles in the local and regional economic development.

Keywords: connectivity technologies, home-based business, North East, self-employment, women

**A STUDY ON ENTREPRENEURIAL CHARACTERISTICS AND SUCCESS OF
WOMEN ENTREPRENEURS OPERATING FASHION AND APPAREL BUSINESS**
Veena Rao, Venkatachalm. A, H.G. Joshi (2013)

Women business owners are continuing to demonstrate economic process worldwide. According to the Global Entrepreneurship Monitor (GEM), one in eleven (8.9%) women is involved in entrepreneurship across the globe and India occupies the second position among the 22 countries where 14.1 percent of women have ventured into entrepreneurship (Reynolds et al., 2002). With increasing importance given to research on women entrepreneurs, this study is focused to analyze the entrepreneurial characteristics with the success of women entrepreneurs operating micro, small and medium scale fashion and apparel enterprises. A self-administered questionnaire was employed to collect the data from the sample in the study area. The data collected was processed using SPSS software for comparing the means of the entrepreneurial characteristics and success of women entrepreneurs. For the purpose, the women entrepreneurs were classified into four levels of success based on the employment generation and the sales turnover. Cross tabulation is carried out to show the significance of the different entrepreneurial characteristics and the success of women entrepreneurs. The findings of the study resulted in listing of empirically grounded growth-related entrepreneurial characteristics that are associated with successful women operated firms.

Keywords: Women entrepreneurs, Micro, small and medium scale enterprises, Fashion and apparel enterprises

Women Entrepreneurship Promotion in Developing Countries: What explains the gender gap in entrepreneurship and how to close it?

Saskia Vossenbergh (2013)

Despite the growing number of women-led business and a significant increase of initiatives, policies and resources designed to promote and develop women's entrepreneurship, the gender gap in entrepreneurship persist. This paper addresses two questions: Why does the gender gap in entrepreneurship persist? And, what does the literature suggest to us about the best ways to promote women's entrepreneurship? Based on a feminist perspective this paper argues that current women entrepreneurship promotion policies undoubtedly benefit individual women but when the gender bias in the context in which entrepreneurship is embedded, is left intact, efforts may remain in vain and without any significant macroeconomic or social impact.

Keyword: Women Entrepreneurship

CREATING AN ENABLING ENVIRONMENT FOR WOMEN'S ENTREPRENEURSHIP IN INDIA
Hina Shah (2013)

This study was carried out with the aim to identify strategies and policies which could create an enabling environment for women entrepreneurs and/or would-be entrepreneurs in India. It aims to provide a set of practical and policy-worthy recommendations to promote the healthy growth of entrepreneurial activities and enterprises owned by women. The study was carried out based on existing research and secondary data, as well as the collection of primary data through a small-scale structured questionnaire of 63 women entrepreneurs in 12 states across India. Case studies of successful women entrepreneurs were also conducted and the information obtained supported the analysis of the environment in which women entrepreneurs operate in and the challenges they face. The study underscores that women's entrepreneurship is an untapped source of economic growth in India, which has received scant policy attention so far. The study finds that sociocultural factors represent important barriers to women's entrepreneurial activities, while combining work and family life is also a challenge for a majority of

women entrepreneurs. According to the study, support for starting an enterprise came essentially from informal sources, with a very small proportion of women having sought help from Government schemes and programmes. The study concludes with a wide range of recommendations to promote a more enabling environment for women's entrepreneurship in India.

Keyword: Women Entrepreneurship, Government

Inclusive Networks for Building BOP Markets

Ezequiel Reficco and Patricia Márquez

2012 SAGE Publications

The idea that business can play a role in alleviating poverty has caught the imagination of academics and practitioners alike. An emerging consensus points to the critical importance of partnerships in market initiatives addressed to the base of the pyramid (BOP). But despite the calls for cross sector partnerships in BOP initiatives, our collective understanding of how these actually work has not advanced proportionally. This study attempts to address this issue by examining the dynamics at play in nine networks that integrated the BOP with mainstream markets in nine developing nations of North, Central, and South America. Our field-based analysis generated a number of tentative propositions structured around three broad issue-areas: alliance formation (drivers that compelled companies to engage in strategic partnerships), alliance implementation (choice of governance mechanisms, re-sources for enhancing trust and reciprocity between partners, and conflict-resolution mechanisms), and performance outcome (the extent to which an organization's commitment to an alliance impacted its performance and its societal context).

Keywords: Base-of-the-Pyramid, BOP, inclusive business, business ecosystems, business strategy, alliance formation, alliance implementation, performance outcomes

Inclusive Business –What It Is All About? Managing Inclusive Companies

Tea Golja & Samanta Požega (2012)

International Review of Management and Marketing Journal

Following the challenges we face today, the inclusive business models are future business models through which the Millennium Development Goals can be fostered and strengthened. These are the models which, through their strategic orientation on inclusivity, include low income communities in their value chain. This can be done through combining variety of strategies which all have two common points – recognition of stakeholders and adjustment of the product to the target market. The paper presents the analysis of inclusive markets. Hence, the research results show the dispersion of inclusive businesses worldwide, type of the organization, sector coverage, and contribution to MDGs as well as the particular way of inclusion of low income communities in their value chain. The aim is to present how inclusive business benefits not only the low income societies, but the companies that operate in this way as well.

Keywords: Inclusive business organizations; MDGs, Inclusive business models; Base of the Pyramid Strategy

Inclusive business and poverty: prospects in the Brazilian context

Rev. Adm. (São Paulo) vol.47 no.3 São Paulo July/Sept. 2012

Inclusive business is a term currently used to explain the organizations that aim to solve social problems with efficiency and financial sustainability by means of market mechanisms. It can be said that inclusive businesses are those targeted at generating employment and income for groups with little or no market mobility, in keeping with the standards of so-called "decent jobs" and in a self-sustaining manner, i.e., generating profit for the enterprises, and establishing relationships with typical business organizations as suppliers of products and services or in the distribution of this type of production. This article discusses

the different concepts found in the scientific literature on inclusive businesses. It also analyses data from a survey conducted with the audiences of Social Corporate Responsibility seminars held by FIEMG. This analysis reveals that prospects, risks and idealizations similar to those found in inclusive business theories can also be found among individuals that run social corporate responsibility projects, even if this designation is new for them. The connection between companies and poverty, especially in relation to inclusive businesses, seems full of stumbling blocks and traps in the Brazilian context.

Keywords: inclusive business, inclusive markets, social enterprise, poverty.

Performing Citizenship: An Innovative Model of Financial Services for Rural Poor in India

Bimal Arora and Syed Bahar Ali Kazmi

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Firms are showing increasing interest in combining innovation and inclusive business models to contribute to sustainable community development. One framework to conceptualize such a business contribution is “corporate citizenship.” This article utilizes, extends, and critically reflects on the framework of corporate citizenship by identifying, explaining, and assessing the citizenship role toward sustainable community development that firms can perform. The article reviews a business model for delivering financial services to the rural communities in India. The business model is developed by a private firm “A Little World (ALW),” and the article argues that the firm and its sister not-for-profit organization Zero Mass Foundation (ZMF) perform a strategic bridge role between public sector organizations and rural communities and assist in achieving their respective developmental goals. Using this case study, the article argues that firms can act as corporate citizens through a strategic bridge role. In so doing, firms can change political and economic infrastructures by inducing institutional, governance, and cultural changes. While the article underlines the positive contributions, it also raises questions about the extension of market rationality in the public domain and its potential influence on governmental development policies.

Keywords: corporate citizenship, innovation, inclusive business model, sustainable community development, government

Inclusive business for sustainable livelihoods

Virginie Bonnell and Filippo Veglio (2011)

The journal of field actions

Field Actions Science Reports

What are the links between business and development? And what is the business role and opportunity in addressing sustainability challenges of developing countries and emerging economies?

As an engine of growth and development, and to underpin its license to innovate, operate and grow, business has a critical role to play in accelerating progress towards development.

Companies can most notably develop inclusive business ventures, that is, sustainable business solutions that expand access to goods, services, and livelihood opportunities for low-income communities in commercially viable ways. The notion of inclusive business calls for additional focus and innovation in the way companies do business. It involves creating new forms of employment, new markets, and affordable products and services. This spurs economic growth and encourages entrepreneurship.

This article highlights the concept of inclusive business in the current global context, provides a few examples of its application in practice, highlights the foundations for its success, and briefly presents an interactive tool, the “Inclusive Business Challenge”. The latter, designed by the World Business Council for Sustainable Development, aims at helping companies and stakeholders identify and implement inclusive business in practice.

Keyword: Inclusive Business

**An Empirical Study of Success Factors of Women Entrepreneurs in Southern Region in Malaysia
Syed Shah Alam, Mohd Fauzi Mohd Jani, and Nor Asiah Omar (2010)**

This study investigates the key factors affecting success of women entrepreneurs in Southern region in Malaysia. Data was collected using a self-administered questionnaire that was distributed through mail survey. Multiple regression analysis was used as a more suitable methodology to identify the important determinants of success of women entrepreneurs. The results suggest that family support, social ties and internal motivation affect positively and significantly to the success of women entrepreneurs in the small business. The survey result also shows that women entrepreneurs having problem when they enter into the business. The implications of this study are discussed along with some recommendations.

Keywords: Women, Entrepreneurs, Malaysia, Success factors

South African Women in Business and Management: Transformation in Progress

TIDINGS P. NDHLOVU & ANITA SPRING

Journal of African Business, 10:31–49, 2009

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This study identifies three conceptual and theoretical frameworks (free market, social engineering, and social transformation) within which the significance of gender and race to entrepreneurship and business are examined, particularly within the South African context. There are no comprehensive data sets on ownership patterns by gender and race for salaried workers or the millions of micro- and small-scale entrepreneurs in the “second” (informal) economy during and after the apartheid era in South Africa, but most agree there has been little change. However, due to government compliance programs, such as Black Economic Empowerment in the 2000s, and good monitoring of its fulfillment, there have been advances for women and blacks in formal-sector private companies and state-owned enterprises, as illustrative data given here show. The conclusion is that the social transformation (political economy) approach best captures the complex interplay of these factors, especially on gender issues and entrepreneurship, where fundamental social change becomes a possibility.

KEYWORDS entrepreneurship, gender, social transformation, South Africa, Economic Impact, government

Women Directors on Corporate Boards: A Review and Research Agenda

Siri Terjesen, Ruth Sealy, and Val Singh (2009)

Research Question/Issue: This review examines how gender diversity on corporate boards influences corporate governance outcomes that in turn impact performance. We describe extant research on theoretical perspectives, characteristics, and impact of women on corporate boards (WOCB) at micro, meso, and macro levels: individual, board, firm, and industry/environment.

Research Finding/Results: To the best of our knowledge, this is the first comprehensive review of WOCBs, incorporating and integrating research from over 400 publications in psychology, sociology, leadership, gender, finance, management, law, corporate governance, and entrepreneurship domains. In addition, we organized our findings to provide a new lens enabling the field to be readily examined by level and by theoretical perspective. The review indicates that WOCB research is about improving

corporate governance through better use of the whole talent pool's capital, as well as about building more inclusive and fairer business institutions that better reflect their present generation of stakeholders.

Theoretical Implications: With only one in 10 papers addressing theoretical development, the predominant perspectives are human and social capital theories and gender schema at the individual level; social identity, token, and social networks theories at board level; resource dependency, institution, and agency theories at the firm level; and institutional, critical, and political theories at the environmental level. We provide a short synopsis of findings at each level, and conclude with an outline of fruitful directions for future research.

Practical Implications: There are increasing pressures for WOCBs from diverse stakeholders, such as the European Commission, national governments, politicians, employer lobby groups, shareholders, Fortune and FTSE rankings, best places for women to work lists, as well as expectations from highly qualified women who are likely to leave if they see no women board members. Rationales generally draw on the business case; however, the moral justice case is also used by those who seek a fairer gender balance in all aspects of society. From our review, the "Impact" section charts the effect of WOCB at all four levels of analysis.

Keyword: Gender Diversity, Government, Women

Women in business

By Peggy Causer and Neil Park, Office for National Statistics

June 2009

The role women have in business and the impact they have on regional economies is of increasing interest. This article looks at how to monitor trends among women who are active in business and how to understand the way they work and what drives them. It's true to say information on the owners of businesses is limited and most is not broken down by sex. However regular data on self-employment for both women and men is available from the Labour Force Survey and this is often used as a proxy for business ownership. A high proportion of business ownership, around 90 per cent, is made up of the self-employed.

The number of women who are self-employed has grown in recent years, but in isolation, this could be misleading. Much of the growth is in women working part-time and among those focusing on more flexible working patterns to fit into domestic commitments. The southern regions of the UK have higher self-employment rates than elsewhere, but the difference between regions is far less if full-time self-employment only is included. Some women, who think of themselves as self-employed, may only work for very few hours – for example, less than six hours a week.

Keywords: Women, Women in Business

Women in Business

David Evans

Pearson Education Limited 2008

Many business experts believe that in the twenty-first century, women will rise to the top of the commercial world. They say women are better at working with people and are more sympathetic to the needs and feelings of their staff. In Women in Business, we see how five women made it to the top in the twentieth century. These women are famous all over the world. They are each from very different cultures and backgrounds but they all have one thing in common – success.

Coco Chanel started her working life as a dressmaker. She started up in business just at the time when women's lives were changing dramatically. Because of the war, women in northern France suddenly needed clothes for a new kind of lifestyle – an active, working life outside of the home. And Coco Chanel designed them. Throughout her long career, she understood that fashion was not just about clothes but about the way people live their lives.

Hanae Mori, by contrast, was married to a rich businessman before starting her own business. However, life as a housewife did not satisfy her. Inspired by Coco Chanel, she started making designer dresses for Japan's film stars. Eventually she had more than 70 shops around the world, selling her designs that mixed ideas from East and West.

Anita Roddick's opportunity came when her children were young and the family needed an income. Selling only natural products, Anita created a market for cheap cosmetics in reusable bottles. Soon her small shop became a big company, but she stuck to her principles. She proved that big companies could help poor communities around the world by buying their products at a fair price. Anita Roddick questioned the old business ways of making a profit at any price.

Oprah Winfrey started her career as a TV newsreader before becoming America's most well-known chat show host with her own production company. She has become the first black billionaire businesswoman in the United States. As a 19-year-old Madonna knew that she was going to be a superstar, and only a few years later she became the biggest female rock star of the century, with films, books, records and videos selling millions of copies around the world.

Keywords: Women, Women in business

Whose Story is it Anyway?

Narrative Accounts of the Role of Women in Founding and Establishing Family Businesses

ELEANOR HAMILTON

International Small Business Journal

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The role of women in family business is relatively under-investigated. This article illuminates complex relationships in a family business context, putting the family at the heart of the research as opposed to an individual owner-manager. It draws on narrative accounts of establishing a family business, as told by the founders and by the succeeding generation in three family businesses. Some of the existing literature conceptualizes women in family business as marginalized through the forces of patriarchy or paternalism. The narratives presented in this article point to alternative gender discourses and practices, and to evidence of clear resistance to patriarchy. In so doing it begins to identify the conditions under which patriarchy might be challenged in family businesses.

KEYWORDS: enterprise discourse; entrepreneurial identity; family business; gender; leadership; narratives; small enterprise; women

Factors Affecting Success for Women Entrepreneurs in West Africa:

The Case of Kossai, a Value Added Cowpea Product

Germaine Ibro, Joan Fulton, James Lowenberg-DeBoer (2006)

Kosai, a deep-fat fried fritter made from cowpea, is an important product for economic development and poverty alleviation. Kosai is sold as street food almost exclusively by women entrepreneurs who use the money they earn from selling kosai on savings and daily expenditures for their family. In addition, cowpea is the more important indigenous

African legume and kosai production uses a significant amount of cowpea. Data was collected, via personal interviews, with about 400 vendors in three different cities in the West African country of Niger. Results revealed that vendors with more experience were more likely to be successful.

Keyword: Women Entrepreneurs

Trends in women's participation in Mexican businesses Gina Zabłudovsky (2002)

This article presents the results of research on the importance of women entrepreneurs in Mexico related to the rates of females in the workforce, compared with the total numbers of entrepreneurs in the country and with international trends. The significance of women as owners of micro-businesses and small businesses and the increasing diversification of their companies with respect to different types of business are shown. The article also analyses the relationships between work and family and the important role of women in family business in Mexico.

Keywords: women; entrepreneurship; types of business; partnership; co-ownership; family business

Filling the Urban Policy Breach: Women's Empowerment, Grass-roots Organizations, and Urban Governance

FRANÇOIS HAINARD AND CHRISTINE VERSCHUUR

International Political Science Review (2001), Vol 22, No. 1, 33–53

The authors demonstrate that grass-roots women's movements can produce innovative solutions to urban environment-related problems arising from a lack of adequate public services. They analyze the difficulties involved in women's empowerment processes and the evolution of gender relations in the home, in grass-roots organizations, and in the city. Their article is based on the findings of a multidisciplinary research project investigating the interlinkages between cities, the environment and gender relations. It is a synthesis of five years' work by seven research teams from Argentina, Brazil, the Dominican Republic, Burkina Faso, Senegal, Bulgaria and Romania, coordinated by a team based in Switzerland.

Research findings suggest a need for urban governance that is: conducive to dialogue and partnership rather than strong and authoritarian; open to local men and women, associations, and neighbourhoods; ready to pool resources for work on collective projects at the grass-roots level of civil society; and aware of its limits, built on respect for the law and public- and private-sector interdependencies; and that allows room for freedom of action. These are the measures most likely to redress gender relations and to give women the empowerment they demand and to which they are entitled. What can be achieved by women's empowerment—by enhancing the capacity to negotiate towards a fairer distribution of power—can also be achieved in urban governance if the political will exists. Rather than formulae, what needs to be fostered is a state of mind, a philosophy rooted in equity, negotiation, and respect for others.

Keywords: Environmental problem-solving • Gender-based decision-making • Urban governance • Women's empowerment

Women, Entrepreneurship and the Opportunity to Promote development and Business Carmen Niethammer, Odebrecht

Female entrepreneurship represents a vast untapped source of innovation, job creation and economic growth in the developing world. The barriers to women's entrepreneurship are various: Women face

greater obstacles in accessing credit, training, networks and information, as well as legal and policy constraints. The World Economic Forum shows little progress in narrowing the economic gap between women and men. Yet not all is lost! Innovative initiatives to promote women's entrepreneurship—driven by both the private and public sectors—are on the rise. This brief provides an overview of the global landscape of women's entrepreneurship. It aims to demystify the challenges that women face in accessing finance, and it highlights some of the typical challenges regarding capacity-building programs targeted at women entrepreneurs. Above all, this brief focuses on potential solutions and enablers by drawing on practical experiences from the public and private sectors in both emerging and developed markets. It concludes that innovative partnerships, particularly when private and public sector entities are involved, are beginning to make a dent, with the potential for large-scale impact. Those who embrace women's entrepreneurship as an opportunity are likely to reap the rewards in new market opportunities and higher development impact.

Keywords: Women, Entrepreneurship

Gender balance in the governance of social enterprise

Fergus Lyon & Anne Laure Humbert

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There are high expectations placed on social enterprises as alternative forms shaping local economies. However, little is known about how they are governed and their accountability to their local communities. The gender balance of their governing boards and representation of women is therefore an important issue. This article makes a contribution to examining the claims of greater equality proposed by social enterprises. The results draw on an analysis of a survey of 825 social enterprises and show there is a more equal gender balance in social enterprise governance compared to the private sector. The survey also finds that women are still under-represented on boards when considered as a proportion of the population or the proportion of women's employment in social enterprises. There is also considerable sectoral concentration and a smaller proportion of women on boards of larger organisations. Social enterprises have the potential to be alternative spaces to encourage greater representation of women in the governance of local economies, but at present there continues to be an imbalance.

Keywords: boards, gender, governance, social enterprise, women

FACTORS THAT INFLUENCE WOMEN ENTREPRENEURIAL SUCCESS IN MALAYSIA: A CONCEPTUAL FRAMEWORK

Shamsul Hana Abd Rani, Norashidah Hashim

This study focus on examined the factors which influence the success of women entrepreneurs in Malaysia. This study is going to focus on individual factors which consist of entrepreneurial characteristics, work experience and training. Based on previous literature, there are four characteristics which frequently cited to influence the success among women entrepreneurs which are need for achievement, risk taking, self-confidence and creative and innovative. Besides, women entrepreneurs as well need work experience and training in order to develop themselves and become successful entrepreneurs. In this study, the success of women entrepreneur will be measured by non-financial aspects because women will become less successful if compared in terms of financial aspects since they usually owned small and slower growing business. Thus, this study will adapt the subjective measurement of entrepreneurial success which is work life balance satisfaction since only few studies has used it in measuring success of women entrepreneurs.

Keywords: entrepreneurial characteristics, women entrepreneurial success, work experience, training.

Zimbabwe Women Business Owners: Survival Strategies and Implications for Growth

Swithina Mboko & Andrea Smith-Hunter

Journal of Applied Business and Economics vol.11(2)

This qualitative research focuses on Zimbabwe women entrepreneurs and was carried out during a period of economic turbulence in the country. At the time of the study the women had survived the turbulent business environment and the obstacles of patriarchy. The main observation made is that the female entrepreneurs were strong in entrepreneurial competence but are faced with obstacles that make it difficult for them to grow their businesses. Surveys of small businesses in Zimbabwe have reported a high participation of women. This entrepreneurial ability has been confirmed by the present study. But, on average, female-owned businesses perform much worse than male-owned businesses. Also, the changes in the Zimbabwe business environment seemed to have had a more negative impact on female than male-owned businesses.

Keywords: Women in Business, Women Entrepreneurs

BOOKS

Socially Inclusive Business

Engaging the Poor through Market Initiatives in IberoAmerica

A Collaborative Research Project of the Social Enterprise Knowledge Network
Harvard University (2010)

This book is organized in three modules. The first centers on actors: LIS groups participating in market initiatives, and organizations to which they are linked. A second part examines sectors where initiatives were developed, and the final section reviews the extent to which value creation was achieved.

Four chapters describe the actors involved in market-based initiatives with LIS as well as the collaborative arrangements among them. Once the data gathering was completed, it became evident that three sectors stood out: agribusiness, recycling, and public utilities. This made sense: LIS have traditionally played a major role as producers and suppliers in the first two. The third one, however, exemplified an emerging field of concern in inclusive business, with the potential of having enormous impact on the living conditions of the poor.

The final section of this book examines economic and social value created by the array of initiatives included in the study. Building on previous SEKN work, new approaches deemed valid for gauging social impact on individual's lives, communities, and society as a whole are explored. To measure economic value in market initiatives with LIS, the authors take into account margins, earnings, and sustainability. Results attained by organizations where engagement with LIS lies at the core of the venture, are compared to those where the initiative is limited to a particular project. Similarly, results obtained by different kinds of organizations are assessed. Also examined are tensions emerging from efforts to create economic and social value in market-based initiatives with LIS.

Keywords: Inclusive Business, Social Enterprise, SMEs

Inclusive Value Chains: A Pathway Out of Poverty

Malcolm Harper

"Modern" integrated value chains need not necessarily exclude the smallest producers as this book aims to explain in detail by case studies. The issue is particularly topical in India, where modern retailing has come to the scene only recently and the majority of whose population are still small farmers and artisans. Following a brief introduction to the problem, 14 case studies from India are presented to illustrate how it is being solved in practice. The book also discusses the impact of organized retailing on small-scale traders, and finally analyses the case studies for an overview, with conclusions and learnings drawn from them. *Inclusive Value Chains* shows by practical examples that it is possible to link the

smallest producers of fresh produce, commodities and handicrafts profitably, to modern integrated markets, within the country of origin as well as abroad.

Keyword: Inclusive Value Chains

CONFERENCE PROCEEDINGS

Transforming Women's Work: Policies for an Inclusive Economic Agenda

Radhika Balakrishnan, Lisa McGowan and Cassandra Waters

Solidarity Center AFL-CIO & Rutgers Center for Women's Global Leadership

March 2016

The AFL-CIO, the Rutgers University Center for Women's Global Leadership and the Solidarity Center convened a group of experts to discuss women's economic empowerment, with a focus on macroeconomic policy and labor rights. This briefing paper is informed by the rich exchange among advocates and economists who participated.

To secure women's rights and economic empowerment, women's participation in labor markets must be transformed. Economic policy is a critical tool that can create or remove structural barriers to the realization of women's rights, including addressing inequities in caring duties in the home, and promote or hinder broadly shared growth. Labor and community organizing can shift power relationships, change working conditions, and address barriers to full and equal participation in the labor market.

Policy makers, women's rights advocates, employers and the workers who fuel economic systems all have a critical role to play in ensuring that women's rights, gender equality and access to decent work become fundamental goals of economic policy making. To grapple with how to shift policy priorities, create an enabling environment for social organizing and ensure an inclusive, responsive process.

Keywords: Gender Equality, Women Empowerment

Public-Private Dialogue on Investments "Fostering SME Growth through Inclusive Business".

APEC Investment Experts' Group

27 August 2015, Cebu City, Philippines

This IEG Public-Private Dialogue (PPD) featuring Inclusive Business is aimed at raising awareness and sharing experiences of selected APEC economies that are currently practicing or supporting Inclusive Business (IB). IB models in agribusiness, manufacturing, housing and tourism were presented by the concerned private and public sector. Development institutions also provided information on their respective initiatives and technical support on IB. The keynote speaker provided a clear message on the roles of both public and private sectors in promoting IB. Investment in IB is very viable and profitable and need not be large. For IB investments to happen, the government has to put in the necessary infrastructure and a favorable business environment to reduce costs, while the private sector has to do what it does best and share its discipline, creativity and entrepreneurial spirit.

Inclusive Business is described as a profitable core business model that incorporates the poor as suppliers, consumers, distributors, or employees, in an innovative and systemic way. It is a private sector solution, which keeps a for-profit nature, while providing opportunities for people living at the base of the pyramid. IB solutions can come from small, medium and large companies. However, to substantially reduce widespread poverty, larger investments are needed to effect social impact at scale. Scale can be achieved through company growth and expansion -- developing from a small to a medium or large company, or through replication of IB models and practices by other companies, thereby achieving systemic change (page 6, par.1 2).

Keywords: Inclusive Business, Government

APEC WOMEN ECONOMY FORUM 2015

RAPPLER. (2015). Aquino: Women are better partners for inclusive growth. Retrieved from: <http://www.rappler.com/business/economy-watch/106180-aquino-speech-apec-women-economy-forum-2015>

In September 17, 2015, during the Public- Private Dialogue on Women President Benigno S. Aquino III in his speech stressed that Women are better partners for inclusive growth. He said that according to DTI, 54% of all registered trade names are owned by women. On the other hand, Asian Institute of Management also conducted a survey that revealed that about 63% of managers and owners of businesses are women. Their involvement in the business sector particularly in micro, small and medium enterprises accounted for 63.7% of total employment. With this, he believes that if numbers grow at a steady rate women may dominate the business world where men use to dominate.

He further said that the government has showed support to women rights in the workplace by repealing the law allowing women under the Labor Code to work at night.

Keywords: Inclusive Growth, Women in Business, Government

REPORTS

Social Enterprise Sector on the Rise in Australia Harman, R. (2016).

Social Enterprise Sector (SES) is growing at a rapid rate, announcing the new business dawn in Australia. The importance of this phenomenon is rooted in the process of aligning business activities with the public or community benefits, not just a constant hunt for profit. Namely, SES businesses are able to yield substantial profit from trade, and then invest a portion of it in funding their mission. Hence, this flourishing industry shows promise in terms of offering meaningful social, cultural and environmental solutions.

Social enterprises present a way of serving the needs of people with disability, young professionals, and women. Despite that, experts estimate that the SES still remains one of the invisible parts of the Australian economy. This is to say that one of the hurdles on the road to success is a low level of public awareness. Moreover, another obstacle is that the government policies still lack cohesiveness, and inhibit the growth processes. Studies have confirmed that this roadblock has been recognized by the vast majority of respondents, who deem more supportive state and federal government crucial in cultivating net growth opportunities.

Furthermore, social enterprises advocate for more diversity in the field of finance. A large portion of entrepreneurs has expressed their inability to acquire sufficient funds and pursue business goals. Indeed, research suggests that the sustainability of external finance available to SES has not been achieved. It seems that the networking framework is still underdeveloped, and undermined by frail regulatory landscape. The geographical spread of intermediaries is uneven, and opportunities for peer-to-peer learning insufficient. Interestingly enough, organizational governance itself has been identified as something that both impedes and stimulates growth.

Keywords: Social Enterprise, Inclusive Business, Economic Impact, Government

How Inclusive is Inclusive Business for Women? Examples from Asia and Latin America Asian Development Bank (ADB) (2016)

A Report

ADB (2016) defined inclusive business, as private-sector business activity with systemic impact to the benefit of low income communities, has vast potential in helping women improve their capacity to bring about economic change for themselves (viii). Inclusive business includes low-income people in the value chain for mutual benefit. Inclusive business is defined as commercially viable private business activity that fosters systemic change in solving problems relevant to the lives of low-income people. Inclusive business models operate with the dual purpose of generating a reasonable profit and creating tangible effect on low-income people's welfare. Within the model, low-income people are seen not as beneficiaries, but rather as business partners along the value chain: as clients and customers; producers and suppliers; employees and entrepreneurs (page 2, par. 1). The G20 Inclusive Business Framework identifies three types of inclusive businesses: inclusive business models, inclusive business activities, and social enterprise initiatives (page 3).

As part of ADB's focus on gender equality and women's empowerment, this study explores the extent to which inclusive businesses are "women-inclusive" and aims to support companies looking to consider women's empowerment as part of their core business activity.

Drawing on the inclusive business portfolio of ADB, IDB, and IFC and other impact investors, this report assesses the extent to which 104 investments in inclusive business models are women-inclusive. The findings suggest that inclusive businesses are indeed bringing positive changes to the lives of women in Asia and that by addressing gender-based constraints, these models are yielding business benefits as well. However, a company's financial returns and the social impact it may have for women and society can be maximized only if and when companies understand and address systemic issues of gender inequality.

Keywords: Inclusive Business, Women-Inclusive, Women Empowerment

2016 Status Report: Women's Business Ownership and the Vermont Economy Change The Story Advancing Women Powering the Economy

This report was developed by Change The Story VT, a multi-year initiative aligning philanthropy, policy, and program to significantly improve women's economic status in Vermont. Change The Story is fueled by three statewide organizations: Vermont Women's Fund, Vermont Commission on Women, and Vermont Works for Women. This is the third in a series of briefs published by Change The Story on topics related to women's economic status. This report focuses specifically on business ownership by women and its potential to bolster and invigorate Vermont's economy. Like the majority of national and regional reports on businesses, this report relies heavily on data from the 2012 U.S. Census Survey of Business Owners. Unless otherwise noted, all statistics are specific to Vermont.

Women-owned businesses are vital to Vermont's economy. Women in Vermont own 23,417 businesses, which employ 36,326 people, and generate annual revenues of approximately \$2.2 billion. Although growing at a faster rate than businesses owned by men, women-owned firms in Vermont are fewer in number, smaller in size, and lower in annual revenues. Between 2007 and 2011, the number of female-owned businesses grew 15%; during the same period, the number of male-owned businesses grew by only 6%. Women-owned businesses generate 9% of gross revenues and employ 12% of workers in privately-held Vermont firms.

Women business owners are significantly underrepresented in 9 of the 10 highest grossing sectors. This limits financial opportunities for individual women and their potential contributions to Vermont's economy. Women-owned businesses have the potential to play a much bigger role in Vermont's economic development. If the percent of women-owned businesses that are employers matched that of male-owned businesses, and those firms had the same average receipts, it would add

\$3.8 billion to Vermont's economy. If Vermont women chose business ownership at the same rate as men, it would result in more than 10,500 new businesses. If just 1 in 4 of the existing 20,786 women-owned businesses without employees hired one worker, it would result in an additional 5,200 new jobs.

Maximizing the potential of women-owned businesses—indeed of all VT businesses—requires new and better data. While existing business-related data sources can provide reliable top-line statistics, they are less useful in revealing nuanced information about the motivations, challenges or opportunities experienced by Vermont business owners. Focusing on the finer points of what makes a business successful is critical to Vermont's economic future.

Keywords: Women-owned businesses, Economic Impact

THE 2016 STATE OF WOMEN-OWNED BUSINESSES REPORT

A Summary of Important Trends, 2007-2016si

Commissioned by American Express OPEN

This publication marks our sixth annual exploration and analysis of the state of women-owned businesses in the United States. It aims to provide stakeholders in the women's enterprise development community – policy makers, entrepreneurial support organizations, suppliers and customers, and women business owners themselves – with information and intelligence that can inform their efforts. American Express OPEN is proud to build upon the growing interest and commentary generated by our previous reports.

The estimates contained in this report are enhanced and strengthened by the publication, in late 2015, of the most recent (2012) Survey of Business Owners data from the U.S. Census Bureau, as well as from the most recent Gross Domestic Product estimates (as of January 2016) at the national, state, city, and industry levels. Unlike previous reports, which analysed longer-term trends between 1997 and the year of the report, this report focuses on trends that have largely taken place since the 2007- 2009 recession – focusing on changes that have occurred between 2007 and 2016. Each of our annual reports has built upon the information investigated in the previous year. In our first report we looked at trends among all women-owned firms by state, industry and revenue and employment size class. In our 2012 report, we added analysis of trends in the top 25 metropolitan areas. In 2013, we added an analysis of trends among firms owned by women of color. In 2014, we added the concept of combined economic clout – looking not only at growth in the number of firms but growth in employment and revenues as well. In 2015, we took a special look at pre-recession versus post-recession growth, to ascertain where women-owned firms had recovered from the effects of the recession and where growth was still lagging. This year's report – in addition to focusing on more recent, largely post-recession, trends – expands our geographic analysis to include a look at trends in the top 50 metropolitan areas (expanded from 25), and adds to our analysis of trends among firms owned by women of color by investigating the industry composition of minority women-owned firms. It is our hope that this body of work not only provides useful intelligence to supporters of women's enterprise development, but provokes debate and discussion about how best to encourage women-owned firms to move up the size continuum, shines a spotlight on the phenomenal growth in multicultural women-owned enterprises, and highlights areas where policy and program action can be better targeted to help even more women achieve their entrepreneurial aspirations.

The number and economic contributions of women owned firms continue to rise at rates higher than the national average – with even stronger business formation rates seen since the recession. As of 2016, it is estimated that there are now 11.3 million (11,313,900) women-owned businesses in the United States, employing nearly 9 million people (8,976,100) and generating over \$1.6 trillion (\$1,622,763,800,000) in revenues. Between 2007 and 2016, the number of women-owned firms increased by 45%, compared to just a 9% increase among all businesses. Therefore, over the past nine years, the number of women-owned firms has grown at a rate fully five times faster than the national average. Comparative employment growth is even stronger. Employment in women-owned businesses has increased by 18% since the recession, while among all businesses employment has declined 1% since 2007. Business revenues among women-owned firms have increased by 35% since 2007, compared to 27% among all U.S. firms – thus at a rate that is 30% higher than the national average. Women are now the majority

owners of 38% of the country's businesses, up from 29% in 2007. These firms employ 8% of the nation's private sector workforce – up from 6% nine years ago – and contribute 4% of the nation's business revenues, a share that has not changed over the past 20 years.

Keywords: Women in Business, Women

Gender equality and women's empowerment strategy Commonwealth of Australia, DFAT (2016)

This *Gender Equality and Women's Empowerment Strategy* applies across all work undertaken by the Department of Foreign Affairs and Trade (DFAT). It strengthens gender equality and women's empowerment as a priority across Australia's foreign policy, economic diplomacy and development efforts. The strategy acknowledges the systems and structures that can play a significant role in entrenching or exacerbating discriminatory practices.

The *Australian National Action Plan on Women, Peace and Security 2012–2018* is a practical step forward in Australia's efforts to implement UN Security Council Resolution 1325 on Women, Peace and Security. The Government has committed, nationally and internationally, to:

- integrate a gender perspective into Australia's policies on peace and security
- embed the women, peace and security agenda in human resource management of Defence, Australian Federal Police and deployed personnel
- support civil society organisations to promote equality and increase women's participation in conflict prevention, peace-building, conflict resolution, and relief and recovery
- promote women, peace and security implementation internationally and
- take a co-ordinated and holistic approach.

Keywords: Women Empowerment, Government Support

A Review of Social Enterprise Activity in the Philippines British Council Philippines August 2015

This paper seeks to outline the social enterprise landscape in the Philippines and the context in which social enterprises evolve. The report maps the social enterprise space, provides an overview of key government support and regulatory barriers, interested investors, investor attitudes and discussion on the barriers to investment, and information about the support organisations within the ecosystem by category and sector. It should be noted that the scope of the study means it is by no means a comprehensive survey of all social enterprise activity in the Philippines. Nor does it claim to represent all opinion and evidence of social enterprise in the Philippines.

The research comprised three main phases:

- A desk-based study of international and national experiences and good practice on encouraging the growth of the social enterprise ecosystem
- A brief desk-based survey of national and local policies and plans relevant to improving social enterprises in the Philippines
- Consultation with a selection of stakeholders in government, private industry, social investment and academia as well as social enterprise advocacy and network organisations, and a small sample of social entrepreneurs.

Keywords: Social Enterprise, Inclusive Business, Government Support

Gender Opportunities and Constraints in Inclusive Agribusiness Models The case study of Unifrutti in Mindanao, Philippines

By Rebeca Leonard, Martha Osorio and Mary Luz Menguita-Feranil
Food and Agriculture Organization of the United Nations
Rome, 2015

The cases analysed in this report show that the investment models and contractual arrangements implemented by Unifrutti - a major private company producer, processor and exporter of pineapple and banana in the Mindanao Region - have had positive implications for the livelihood of the rural communities involved. However, the study also demonstrates that women and men have not equally benefitted from the investment opportunities. An important lesson learned is that gender neutral practices and approaches do not necessarily lead to gender equitable results. Instead, both investment schemes and policy frameworks need to recognize and address the differentiated needs and priorities of women and men to ensure more gender equitable distribution of benefits.

Unifrutti engages with local rural communities through two main agribusiness models: growership arrangements with agrarian reform cooperatives, and a corporate-managed plantation, among others. This report focuses on the analysis of the business relationship between Unifrutti Philippines and three different cooperatives, as well as on the operations of one corporate-managed plantation – MKAVI, a subsidiary of Unifrutti.

Keywords: Inclusive Business Models

Inclusive Business Models: Guidelines for improving linkages between producer groups and buyers of agricultural produce

Siobhan Kelly, Natalie Vergara, & Heiko Bammann

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Rome, 2015

Abstract: Small actors in agricultural value chains are tied to markets through a series of forward and backward business linkages, which incorporate various types of business models. The complexity of these business models varies according to the commodity, number of actors involved, local context and market structure. Aimed at designers of agricultural value chain projects, rural development projects and enterprise development projects, together with grassroots NGOs that implement smallholder commercialization projects, these guidelines have been developed to facilitate the design and implementation of interventions that strengthen business models linking smallholders to value chains. An important contribution of this publication to existing literature on agricultural value chains is the guidance it provides on designing business model strategies that do not only link smallholders to markets, but that also encourage practitioners to consider the quality of market inclusion and its impact on poverty reduction.

The paper describes five different case studies illustrating how the IBM approach was implemented across different commodities and locations between 2007 and 2012 under AAACP and in collaboration with government, local NGOs, international partners and farmer organizations. Cases are structured into three parts. The first gives an overview of the global and national commodity and its importance for food security and livelihoods. The second describes how the IBM approach was implemented, following the four steps listed in the paper. These include a description of the initial business model, the identification of common upgrading priorities and the activities implemented that led to an upgraded model. The last part includes lessons learned from the implementation of the approach to the particular country and commodity. Three of the cases described are in Africa, with two from Cameroon and one from Kenya. In Cameroon, activities focused on the commercialization of palm oil and on cassava. In Kenya, activities focused on strengthening the cotton value chain. The case from the Pacific region is from the island of Vanuatu and focuses on the commercialization of fruit and vegetables. Last, the case from the Caribbean region is focused on support to the roots and tubers (R&T) value addition in Saint Vincent and the Grenadines.

Keywords: Inclusive Business Models, Government Support

Expanding Opportunities for Women in Business

Council of Economic Advisers Issue Brief

August 2015

This CEA Issue Brief highlights these unique barriers for women entering business careers and considers how businesses and business educators can combat them. Diversity is a key ingredient for success for any business and for the overall economy. Business educators and workplaces must work together to reduce barriers for women and minorities in order to fully reap the benefits of diversity, maximize innovation, and boost productivity.

Keywords: Women in Business, Benefits of Diversity, Economic Impact

WHERE ARE THE WOMEN: Inclusive Boardrooms in Africa's top listed companies?

2015 African Development Bank

This report provided aggregate information on women serving on the boards of companies listed in the stock exchanges of 12 large economies in the region as ranked by the World Bank.

Results showed that women hold 12.7% of board directorships (364 out of 2,865) in 307 listed companies based in 12 African countries. This is 4.6% lower than the 17.3% women's representation on the boards of the 200 largest companies globally. The majority of African companies have at least 1 woman board director. However, about one-third (32.9%) have 0 women on board, and another one-third only have one female director (33.6%), so the majority of African companies have minimal women's presence on boards. The percentage of women board directors in large-cap listed companies (which account for 30% of companies) is 14.4%, higher than mid- or small-caps, keeping in line with global patterns. Though trailing the percentage of women board directors in blue-chip companies in the EU (18%) and the US Fortune 500 (16.9%), Africa's large-cap percentage of 14.4% women-held board seats is significantly higher than the average percentage of female directors in listed companies in the Asia-Pacific region (9.8%), Latin America (5.6%), and the Middle East (1%). Of the 12 countries included in the report, Kenya has the highest percentage of women board directors with 19.8%. South Africa, Botswana, Zambia, follow with above average percentages of 17.4%, 16.9%, 15.9%, and 15.7%, respectively. Cote d'Ivoire has the lowest percentage (5.1%), while the three North African countries of Egypt (8.2%), Tunisia (7.9%), and Morocco (5.9%) have slightly higher percentages. Tanzania (14.3%), Uganda (12.9%), and Nigeria (11.5%) hover around the continental average of 12.7%. Among large cap companies, the company topping the Top Ten list of highest percentages of women directors is East African Breweries, based in Kenya, which had five women directors on its 11-member board, a percentage of 45.5%, at the end of 2013. Three South African companies hold the next highest percentages: Impala Platinum Holdings (38.5%), Kumba Iron Ore (36.4%), and Woolworths Holdings (30.8%). Top among the mid-cap companies are Stanbic Bank of Uganda and Barclays Bank of Botswana, both with 33.3% women directors. Kenya Power and Lighting and Lafarge Zambia lead the small caps with 33.3% women board directors, while Camelot Ghana leads the micro-caps with three women directors out of six (50%).

Keywords: Women, Women in Business

Breaking Through: Inclusive Business and the Business Call to Action Today

Mapping Challenges, Progress and the Way Ahead

Business Call to Action

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The portfolio today, comprising 94 inclusive business initiatives, demonstrates considerable progress. Success is not guaranteed, and profitability comes slowly. But several businesses are operating at scale, reaching millions of people. Growth trajectories are steep, particularly for the smaller emerging and maturing companies. Equity investments of hundreds of millions have been secured. For the

multinationals, inclusive innovation is clearly linked to long term positioning of the business. Markets are maturing, leaders are influencing competitors, and competition amongst inclusive businesses is leading to further refinements to strengthen the value proposition for people at the Base of the Pyramid (BoP). Business Call to Action (BCtA) members represent a diverse array of sectors, geographies, types of company and stages of initiative. All of them, however, have one thing in common: they are inclusive business models that provide essential goods and services to the poor and/or include the poor in their supply chains as employees, suppliers and entrepreneurs.

It is a business approach that actively benefits low-income populations, combining social impact and commercial sustainability. Looking across 94 initiatives enables them to draw out trends and contrasts from some of the most exciting business models that are being pursued today.

This report explores the nature of the portfolio today and progress achieved amongst the 94, focusing particularly on 49 that were involved in surveys and interviews in mid-2014. Key findings emerge on 6 topics: 1. Progress achieved in terms of revenue, reach to the BoP, maturity of the business, and company perception of success; 2. Benefits to millions of people at the Base of the Pyramid: how many, who and how; 3. The rise of smaller emerging and maturing companies as major players on the stage; 4. Trends and differences between sectors; 5. Five common strategies for scale; 6. Trends in the maturing sector, and scope for public support.

BCtA members identified five strategies commonly being used to reach scale:

- i. Securing carefully-chosen partnerships with aligned goals, walking away from the wrong partner and knowing what to take on in-house;
- ii. Creating greater willingness to pay, through consumer engagement, new financing mechanisms, or finding other players in the value chain (e.g. government, pharma companies) who will pay because they also get value from the consumers' use of the product;
- iii. Using ICT to unlock new opportunities, particularly in finance, health and education;
- iv. Turning regulation into a positive force that stimulates demand for BoP focused products;
- v. Securing external finance and internal company buy-in for greater investment in the model.

Keywords: Base of the Pyramid (BoP), Inclusive Business

The Delivery and Effectiveness of Australia's Bilateral Aid Program In Papua New Guinea Business for Millennium Development (B4MD)

2014

B4MD is an Australian based NGO that connects poor communities to global markets in order to deliver sustainable and measurable improvements in incomes and livelihoods through private sector partnerships. B4MD was established in 2007 as an alliance between World Vision Australia and a group of leading Australian companies and became an independent Australian registered charity in 2008. B4MD's advocacies include the development of Inclusive Businesses, profitable businesses which generate avenues from poverty, and build inclusive businesses with our client companies in Laos, Kenya, Myanmar and Papua New Guinea. Our members and clients include the likes of PepsiCo, Syngenta and some of Australia's leading businesses including Oil Search, Cotton On and Nufarm.

B4MD has strong experience catalysing inclusive business opportunities in PNG in partnership with the private sector including companies such as: Oil Search Ltd, Newcrest Mining (Morobe (Cadbury), Olam International, GE, Amalpack and Goodman Fielder.

Keywords: Inclusive Business

Trends in Public-Private Partnerships (PPPs) and Inclusive Business Models (IBMs) for Improving Food Security and Rural Development through Agriculture

Ion, A., Beyard, K. and Sedaca, S. (2014) Synthesis of trends in public-private partnerships (PPPs) for Improving Food Security and Rural Development through Agriculture Report. Prepared by Carana Corporation for the Food Systems Innovation initiative.

Australia's future programmatic decision-making related to private sector engagement can benefit from other donor's experiences and lessons learned over the past few decades:

1. *Utilizing multiple mechanisms and a "blended" approach are more effective than stand-alone or single-mechanism activities.* For example, matching grants can be complemented by access to finance support via loan guarantees, or through technical assistance and trade linkages. Donors should either build a blended approach into their assistance mechanisms or ensure that they are linking PPP projects to other projects that may offer additional market-led support services.

2. *A strong demand-driven, market-orientation is critical for ensuring sustainable and mutually beneficial PPPs.* Unless project objectives and interventions originate from the market and respond to market requirements, PPPs may not be addressing the appropriate gaps or needs within that value chain or sector, which may not maintain private sector participation in the long term.

3. *Different financial instruments should be used to address different challenges and stakeholder needs.* Financial institutions will be useful at different stages of the project, and should vary as the capacity and production of the private sector firm and producers also change. Donors must understand when these different financial actors can and should be engaged throughout the project life cycle by understanding their client and portfolio profile, risk appetite, and capacity.

4. *Traditional economic growth projects can be set up to attract PPPs and IBMs throughout the life of a particular project.* Project funding can be utilized for challenge funds or grant pools in order to engage with a number of PPPs throughout project implementation. This also allows donors to develop a pipeline of projects and firms that can be matched to financiers. Additionally, by engaging with business service providers or "financial facilitators", donors can work with these local partners to develop a pipeline of projects.

5. *Enabling environment reforms need to be driven by market-oriented needs.* Although a weak enabling environment is often a critical constraint to economic growth and agricultural investments in developing countries, such interventions must be undertaken as a specific response to market needs. Policy reforms are notorious for taking a long time to pass and implement. However, enabling environment reforms garner much more buy-in and move much faster when they are led by the private sector according to their needs and priorities.

Keywords: Enabling Environment, PPP, Inclusive Business Model, Government Support

World Survey on the Role of Women in Development 2014

Gender Equality and Sustainable Development

UN Women

United Nations Entity for Gender Equality and the Empowerment of Women

The World Survey 2014 is a serious and thoughtful contribution to our understanding of how gender equality relates to sustainable development. This is a resource that strengthens the hands of policy actors in different parts of the world – whether in government, civil society, international agencies, or the private sector.

Keyword: Women, Gender Equality, Government

Women in Management: report on the Philippines

Grant Thornton International Business Report (2014)

In the Philippines, the proportion of senior roles filled by women is 40 percent, an improvement from last year's 37 percent. The survey also found that in the country, board of directors are on average composed of 6.53 people, with 2 of those being women. That puts the proportion of women directors at 31 percent, compared to the global average of just 17 percent.

Sixty (60) percent of business leaders in the Philippines offer flexible work arrangements, while 56 percent offer mentoring and coaching, and paid maternity leave beyond what is legally required. When it comes to women in general, 39 percent of Filipino business leaders said they are running specific programs to support or mentor women in their organization; 34 percent are considering launching one. Globally, only 11 percent of respondents have such programs in place, and an overwhelming 70 percent admitted they have no plans of starting one.

Moreover, in the Philippines, 61 percent of business leaders say they have plans to hire or promote women into senior management this year; 46 percent of them say half or more than half of their graduate intake are women.

According to Marivic España, chair and CEO of P&A, "while the results are very encouraging for Filipinas, it is alarming that 10 years into studying the leadership opportunities for women in the business world, we are still seeing considerable roadblocks to the top. This makes it all the more crucial for us to keep the dialogue going and to make decision-makers understand that supporting the career path of women doesn't just make for good PR, but it's also a sound business decision,".

Keywords: Women in Management, Women in Business

Inclusive business in practice – Case studies from the Business Innovation Facility portfolio **The JITA sales network: An inclusive business on the rise**

Nicki Ashcroft

Business Innovation Facility

December 2013

In rural Bangladesh, a group of destitute women living amongst the poorest people in the country have become the focus of a successful inclusive business selling consumer goods to rural villagers, challenging gender roles and opening up new markets at the base of the pyramid (BoP). These women are known as 'Aparajita', a Bangladeshi word meaning 'one who cannot be defeated,' and they sell consumer goods like shampoo, yoghurt, shoes and seeds door-to-door in their communities, as channel partners of JITA's rural sales network. Born in 2004 as a non-profit CARE Bangladesh programme, JITA was designed with a strong social mission, to give this vulnerable group of women the means to earn an income and improve their livelihoods. After success as an NGO programme, JITA was spun out as an independent, for-profit business in 2011, to enable the initiative to scale and become sustainable. Since launching as a social business, it has expanded into new areas, added new products to the aparajita basket of goods and developed its service offering to ensure commercial success and on-going benefits to women at the BoP. JITA now connects global consumer goods companies like Unilever, Bata, BIC, Square, Lalteer, Grameen Danone and d.light with hard-to-reach consumers at the BoP through its flourishing sales network.

JITA's value chain engages women at the BoP as both retailers of goods and consumers of these products. These women are considered to be living at the BoP, as the majority live on less than \$2 per day, an internationally recognised poverty line.

JITA works as a coordinator for the network, establishing sales partnerships with consumer brands who supply the products that aparajitas sell, as well as creating and supporting a network of distribution hubs throughout Bangladesh, where aparajitas can regularly replenish their basket of goods.

This case study is based on existing data and field research conducted for the Business Innovation Facility (BIF) in July 2013, and tells the story of JITA's inclusive business journey from NGO initiative to fully-fledged social enterprise. As an inclusive business that has rapidly reached both commercial and social success, JITA presents a fascinating case study for analysis. Some of the most interesting elements of the business, include: (1) evolving from NGO programme to sustainable business: While JITA has a long history of successful operations as an NGO project, it has had to develop in new ways as a business, increasing its focus on profit and loss and developing alternative income streams such as research and consulting. Building on long-term expertise as a CARE project, JITA was able to enter communities as a trusted organisation and rally local support for the aparajitas. BIF support focused on facilitating this transition; (2) Cracking the 'last-mile' distribution challenge and overcoming cultural barriers: JITA has developed a distribution model that brings a diversified basket of goods to consumers who are too remote (both geographically and economically) for traditional market channels to reach, and particularly targets women who are unable to buy goods in shops and markets because of logistical or cultural constraints; (3) Benefiting destitute women: Aparajitas are a vulnerable group of rural women who earn less than \$12.50 per month when they join JITA. As members in the network, these women have increased their incomes and gained standing in their communities. Women and girls are also among the primary target consumers of the initiative, benefiting from previously inaccessible goods like shampoo, detergent powder, disposable razors and sanitary products; (4) Rapidly reaching a wide range of beneficiaries: In its first 18 months as JITA, the organisation has grown from 2,500 aparajitas to a network of 4,700. JITA is poised to break even this year, then continue to grow and reach more beneficiaries as the network expands.

Keywords: Inclusive Business, Women in Business

Developing the Business Case for Investing in Inclusive Business in Indonesia: A Market Scoping Study. Ford Foundation (2013)

For the purpose of this study, inclusive business is defined by the ADB as profit making companies that bring systemic impact at scale to poor and vulnerable people under the \$3 international poverty line. These Inclusive Businesses are focused on making a reasonable profit with an IRR between 10-20%, while contributing to systemic impact on the lives of the poor by including them as: **Consumers** – new markets for affordable goods, **Distributers** – new distribution networks, **Suppliers** – new sources of supply/inputs; and **Employees** – previously untapped source of skilled and unskilled labor dependent on improved employment conditions; training, financial and non-financial incentives, and proactive labor retention strategies (page 21, par 4).

Keyword: Inclusive Business

Inclusive Business Study: PHILIPPINES
Asian Social Enterprise Incubator, Inc.
Asian Development Bank
March 2013

Inclusive business and impact investment is a very nascent concept in the Philippines defined by a low awareness among the business, finance and donor community and a lack of an enabling eco system. As a result, only 2 dedicated impact investments worth total of USD 3 million were undertaken in the Philippines in the last three years. In addition IFC invested USD 75 million in Manila Water from 2003 to 2005.

The market scoping study identified 70 companies with inclusive business models in the Philippines in 11 industries engaging the BoP mainly as a consumer, supplier and distributor. This compares to a potential of 20,000 social enterprises as identified by the ADB and the over 300,000 NGOs active in the Philippines.

On average, Philippine inclusive businesses are looking for debt financing in the range of USD 0.5 to 10 Mio at interest rates between 4% and 8%. Selected equity deals of the same size are also sought with IRR expectations of 10% to 20%. The time frame is equally divided between short, mid and long term funding.

Out of the 70 companies in the sample of the IB market scoping study, ASEI selected 16 companies to represent the Philippine inclusive business landscape. The case studies provide a snapshot at the company's business model and current stage of development.

Keyword: Inclusive Business

Investing in Women's Employment. Good For Business, Good for Development International Finance Corporation (IFC) (2013).

Anglo American's El Soldado mine is located 132 kilometers north of Santiago and consists of an open-cut mine, crushing plants and oxide and sulphide ore treatment facilities. The site has been an operational mine for around 200 years (run by Anglo American since 2002).

Over the past six years, El Soldado has made a concerted effort to increase the gender diversity profile of the organization. Managers are adamant that greater gender diversity makes a concrete contribution to high performance levels and improved team dynamics. By targeting women during recruitment, the mine has increased its choice of job applicants and enhanced its ties with the local community.

El Soldado is proud of what has been achieved so far, but is aiming higher and plans to increase the proportion of women in operations even further, including in different types of positions. The mine—and Anglo American more generally—recognizes that improving the organization's gender diversity profile is an ongoing journey: this means not only recruiting more women, but also creating the right conditions to retain them in the workforce. The mine remains attentive to the fact that there is possibly more that it could do to support women's integration into the operation and continues to consider further change in this respect.

Keyword: Women Empowerment

Access to Trade and Growth of Women's SMEs in APEC Developing Economies Evaluating the Business Environment in Indonesia

The Asia Foundation
August 2013

The Asia Foundation conducted a study to assess factors that influence access to trade and growth for women-run or owned small and medium enterprises (SMEs). Women own about 23% of SMEs in Indonesia, and this figure is growing by 8% annually, while the number of SMEs owned by men is actually dropping. This research was conducted following a larger similar study implemented in Malaysia, the Philippines, and Thailand, commissioned by the Asia-Pacific-Economic Cooperation (APEC) and implemented by The Asia Foundation. Research for the Indonesia study utilized the same methodology as the larger study, allowing for a useful comparison of the data between the two research studies, and providing additional insights into the situation in both Indonesia and the region.

The findings revealed a range of factors that affect the ability of women to start and grow their businesses in Indonesia, including business management and operational challenges, financial barriers (including access to capital), business networking and participation in business associations, government support (including challenges in business licensing), corruption and demand for informal payments, and social support systems.

Keywords: Women in business, SMEs, Women Entrepreneur, Government Support

Women mean Business

Empowerment in Developing Markets

Corporate Citizenship

March 2012

Gender equality is key to a country's economic, social and democratic development as it generates higher growth outcomes and lower poverty. Despite strong evidence of the vast benefits of women's empowerment, in many parts of the world women remain poorer and lack access to the same opportunities as men. While the issue of gender equality has formed an integral part of the international development agenda for a long time, the area has gained renewed attention as companies and investors start to realise the business benefits of women's empowerment. Research by Corporate Citizenship and Nottingham University's International Centre for Corporate Social Responsibility (ICCSR) has analysed global business initiatives on women's empowerment in emerging markets. Findings show that businesses are increasingly viewing women in developing countries as potential consumers, employees, suppliers and distributors. This report has identified three benefits for businesses to invest in women's empowerment in developing markets. First, investing in women spreads economic opportunities, creating stronger communities and, as a result, a broader base of consumers and potential employees. Second, by increasing the number of women across the value chain, including employees, suppliers and business partners, and providing training and education to women, a company can achieve higher productivity. Finally, engaging women in distribution networks and targeting female markets can help a company to increase sales.

While global businesses show an increasing interest in women's empowerment, it remains a relatively new area for most companies and there are a number of challenges that businesses face in addressing it. These include a low level of understanding of gender issues and socioeconomic conditions in emerging markets, limited funding to invest in programmes and initiatives, and a lack of senior level buy-in to the issues. In order to grasp these benefits, we advise companies to take a strategic approach to the issue in the following ways: (1) map gender disparity in key emerging markets, (2) gather data and insights on women across the value chain, (3) deliver social investment programmes focusing on women's empowerment in key markets, (4) invest in education and training for female employees, suppliers and business partners across the value chain, (5) identify opportunities across the value chain where women could be further involved, and (6) build partnerships with organisations such as NGOs specialising in women's empowerment. Companies with significant footprints in developing markets have much to gain from assessing the opportunities in these recommendations. The long-term rewards include more productive labour forces, improved quality and efficiency of the global value chain, and an expanded customer base.

Keywords: Gender Equality, Women, Women Empowerment

Inclusive Business

The Next Frontier for Corporate Responsibility

Corporate Citizenship

June 2012

In an increasingly competitive world, public and stakeholder expectations of businesses' roles within the societies in which they operate continue to rise. Today's global companies are increasingly judged on the actual social and economic value they spread through their core business activities. As such, leading multinationals have started to recognise the powerful potential of Inclusive Business models. The term Inclusive Business is widely defined as profitable core business activity that expands opportunities for the marginalised and disadvantaged. These business models engage the marginalised as employees, suppliers, distributors or consumers.

In this report, Corporate Citizenship has analysed a number of multinational companies' Inclusive Business models in emerging and developing markets. They looked at the motivations behind the business models, the role of partnerships, financing and profitability, as well as challenges. Interviews were conducted with a number of multinationals such as SABMiller, Heineken, Nestlé and Interface, and intermediaries like the International Finance Corporation (IFC).

Inclusive Business is a young and growing sector and the landscape around it is quickly developing. New collaborations were seen between the private and non-profit sectors, as well as the emergence of a growing social investment landscape, opening up opportunities to finance Inclusive Business models.

The research shows that the opportunities presented by Inclusive Business for global companies are significant. It can drive product and service innovation, provide access to new markets, help differentiation from competitors and strengthen brand reputation. With regards to supply chain, benefits include cost reductions and secured access to critical raw materials. Similarly, Inclusive Business models have considerable socio-economic impacts in developing markets, spreading opportunities through job creation, regular income generation, connections to markets, and access to education and training. In light of these opportunities, Corporate Citizenship has identified ten steps companies can take when exploring and building Inclusive Business models. For example, companies should evaluate the socio-economic impact of their operations in a given market, with the aim of identifying where social and economic benefits could be further enhanced across the value chain. Companies should focus on their core competencies and strengths identifying where they can be applied to address societal and development challenges through the core business. In addition, it is crucial to get senior management on board at an early stage as well as deciding on the commercialisation of the business model. They believe there is great potential for companies to leverage the skills and expertise of the CSR departments, to develop and test innovative ideas and business models.

The research shows that, when companies get it right, Inclusive Business is a successful growth strategy for operating and expanding in emerging and developing economies. At Corporate Citizenship, they see Inclusive Business as the next frontier and the way forward for sustainable businesses looking to take traditional CSR to the next level.

Keywords: Inclusive Business, corporate social responsibility

Measuring the 'Inclusivity' of Inclusive Business

Elise Wach

April 2012

Institute of Development Studies

'Inclusive Business' has enormous potential to contribute positively to development outcomes. Working through core business models, the 'Inclusive Business' approach requires minimal outside support and can often reach a scale unattainable by most direct development interventions. Take for example, Vodafone's M-PESA service, which has reached more than 18.5 million individuals since 2007 and continues to be a profitable business model (BCTA 2011).

But when is business 'inclusive' and when is it simply business? How does Coca-Cola's business model in El Salvador contribute more to women's empowerment than its typical approach to selling fizzy drinks? Accurate information about business impacts – direct and indirect, positive and negative – can help practitioners to better identify (and support) the approaches that can most positively contribute to development.

This paper analyses some of the current approaches and frameworks for evaluating 'Inclusive Business' impacts. It finds that while they shed light on the complex network of effects that businesses have and the ways in which some firms are attempting to contribute to development, they are unable to provide information about the actual impacts of business activities. More, higher quality, and less partial 'Inclusive Business' evaluations are needed to better enable us to harness the potential for business to contribute positively to development.

Keywords: Inclusive Business; development; impact; monitoring and evaluation (M&E); causal chain; counterfactual.

**Policy Note on the Business Environment for Inclusive Business Models
International Finance Corporation (2012)
World Bank Group**

The G20 Challenge on Inclusive Business Innovation sought to recognize businesses with innovative, scalable, replicable and commercially viable ways of reaching low-income people in developing countries. The 15 winners of the G20 Challenge show how the private sector contributes to development through inclusive business models.

By integrating the base of the pyramid in the value chain, inclusive business models help underserved populations become market players and give them access to basic goods and services and livelihood opportunities. Inclusive business models respond to market demand. They are driven by profits and financially sustainable. Companies with inclusive business models make no tradeoffs between integrating the base of the pyramid in the value chain and making profits. Until recently the literature on inclusive business has focused on social entrepreneurs, which tend to run smaller companies and are often startups. But the focus is shifting to more established companies with inclusive business because they provide innovative solutions that sustainably reach many people at the base of the pyramid. Showcasing these homegrown businesses—generally in medium-size and large domestic companies—was the goal of the G20 Challenge.

This note first analyzes survey answers from the G20 Challenge applicants on the regulatory obstacles they face in their businesses. It then summarizes how public policy can support business models that include people at the base of the pyramid as producers or suppliers (focusing on agriculture) and as customers (focusing on affordable housing, health, education and basic financial services). These sectors were chosen because most applicants from the G20 Challenge operate in one of them.

Finally, the note offers recommendations on how governments, development finance institutions and donors can support companies with inclusive business models.

Government can support inclusive business models and the policy environment for them by:

- Supporting public goods and investments in basic infrastructure such as roads, telecommunications and electricity. In some cases more active support is needed, such as for early market entrants. This support should be targeted and minimize market distortions.
- Improving the business environment by reforming regulation, reducing bureaucracy and engaging in public-private dialogue. Such efforts might require rethinking policies that are well intended but stifle innovation.
- Reviewing sector-specific hurdles to inclusive business models and learning from other countries.
- Collecting and disseminating reliable data. Government can help identify research on base of the pyramid markets that can lead to more companies reaching the base or expanding opportunities for companies working in these markets.
- Increasing access to finance throughout the value chain—identified as a priority in responses from G20 Challenge applicants.

Development finance institutions and donors can support inclusive business models and the policy environment for them by:

- Using global or regional knowledge to facilitate knowledge transfers and share best practices.

- Helping governments create and implement policies conducive to inclusive business, based on policies in other countries that can be adapted to different contexts.
- Bringing together private, public and nongovernmental partners to foster value chain development for inclusive business models.
- Building capacity to ensure that inclusive business models are commercially viable, environmentally and socially sustainable, and replicable. Donors can build capacity through technical assistance or funding, including matching grants.
- Providing financing for pilot initiatives in companies with inclusive business models, enabling donors to help companies better understand the base of the pyramid.
- Financing companies with inclusive business models with loans or equity from development finance institutions.

Keywords: Government Support, Base of the Pyramid (BOP), Inclusive Business Models

**Inclusive Business: Creating Value in Latin America.
SNV & World Business Council for Sustainable Development (2011).**

In 2006 the World Business Council for Sustainable Development (WBCSD) and SNV, a Dutch international organization, created the Alliance for Inclusive Business. The goal of the Alliance is to contribute towards poverty reduction through the implementation of commercially viable initiatives led by the private sector. The Alliance has focused on the implementation of inclusive business ventures in ten countries in Latin America.

Inclusive Businesses are entrepreneurial initiatives that are economically profitable and environmentally and socially responsible. Underpinned by a philosophy of creating mutual value, Inclusive Businesses contribute to improving the quality of life of low income communities by integrating them in the business value chain: As suppliers of services and/or raw materials; As distributors of goods and/or services; As consumers, by offering goods and services to fulfill their essential needs at prices they can afford (page 10, par 2).

There were eleven case studies that are described in this report, all of which are considered good examples of best practice in Inclusive Business in Latin America. Eight of these examples were promoted and facilitated by the SNV-WBCSD Alliance, while the remaining three were external to the Alliance. All, however, underline the great potential and impact of Inclusive Business models.

Experience shows that successful Inclusive Business development depends on a combination of factors:

For companies, (1) reimbursable and non-reimbursable sources of co-financing are important, particularly in the study and design phases of an Inclusive Business, (2) brokering agents are important in facilitating productive exchange between companies and low-income communities, as well as governments, financial entities, and other social networks that collaborate to promote Inclusive Business, (3) support provided by top company management is essential for the success of an Inclusive Business, and (4) innovation in Inclusive Business has been a transversal and determining element for scaling up these initiatives.

For low-income populations, (1) it is important that companies understand the economic, social, and cultural reality of low-income populations whose principle objective is not necessarily to maximize their income, but to minimize their risks, (2) determining expectations and roles with low-income populations facilitates the investment of time and effort in an Inclusive Business; for

this reason it is necessary to ensure the participation of community leaders and company managers.

For the environment, (1) Inter-institutional agreements and alliances or those between companies, reinforce and complement the capabilities of the principal company involved in an Inclusive Business, (2) the effective integration of low-income populations and the scaling up of results in an Inclusive Business require appropriate conditions created through adequate political and institutional frameworks and incentives. Dialogue and collaboration between public, private, and social stakeholders are crucial.

Some of the difficulties identified in the development of Inclusive Businesses include the following:

For companies, (1) many companies have difficulty obtaining access to financing or risk capital sources that allow them to design and implement an Inclusive Business, and (2) market demands placed on companies obligate them to meet quality standards, ensure safe business activities, and maintain product traceability, which is often hard to comply with when working with low-income producers.

For low-income populations, (1) the somewhat dispersed nature of low-income populations, as well as low levels of organization, and especially a lack of cooperatives and associative structures, make it difficult for them to work closely with companies, and (2) the rate at which communities acquire necessary capabilities and skills is very often slower than the time needed by a company to develop an Inclusive Business.

Regulatory frameworks, in general, regulatory frameworks in countries in many regions do not offer the incentives or facilities required to develop Inclusive Businesses.

The Inclusive Business case studies presented in this publication have generated important results for the companies involved in terms of increased sales, improvements in quality and quantity of raw materials, and decreased in risks. Furthermore, in terms of the social impact generated, the concept of Inclusive Business has demonstrated that the private sector can be an agent for positive change in the communities where it operates. In order to evaluate the risks and opportunities presented and to establish constructive dialogues with governments and communities, it is essential that companies evaluate the social, economic, and environmental impacts of their initiatives.

Keywords: Inclusive Business, Government

Tackling Barriers to Scale: From Inclusive Business Models to Inclusive Business Ecosystems

Christina Gradl and Beth Jenkins

CSR Initiative, Harvard Kennedy School

2011

This paper describes the concept of an inclusive business ecosystem, and presents three structures companies can employ to strengthen these ecosystems. It is based on an analysis of 15 case examples that have been identified in a review of 170 documented efforts by companies to start and scale inclusive business models. Inclusive business models engage people living at the base of the economic pyramid (BOP) incorporate value chains as consumers, producers, and entrepreneurs. Such models offer great promise: to enable business growth in markets that cover two thirds of the world's population, while creating economic opportunity and better standards of living for the poor in the process. Yet while companies—and also donors, development banks and other players – have put much effort into creating such models, relatively few have gained significant scale so far. What is keeping inclusive business models from reaching their full potential? Among the most obvious factors is that operating environments for inclusive business are challenging, with significant gaps in the institutional,

informational and infrastructural conditions required to make markets work. Broadening the focus from developing inclusive business models to strengthening inclusive business ecosystems, as this paper suggests, helps companies deal more efficiently and effectively with these challenges – by deliberately and strategically engaging the networks of interconnected, interdependent players whose actions determine whether or not their inclusive business models will succeed. The players typically include individuals, companies, governments, intermediaries, NGOs, public and private donors, and others. Companies use a variety of strategies to strengthen the ecosystems around their inclusive business models. These include BOP awareness – raising and capacity-building, research, information-sharing, public policy dialogue, and creating new organizations. We find these strategies across the cases analyzed for this paper. Companies execute these strategies using three structures to harness the necessary resources and capabilities and overcome the incentive problems that coordination and cooperation entail:

- Private initiative by an individual company is the default structure for firms seeking to strengthen their inclusive business ecosystems, because it enables them to move quickly with fewer transaction costs. It presumes sufficient resources and the necessary capabilities, and typically works best when incentive problems are limited to the company and its direct customers and suppliers –and can be addressed through payment and certification systems embedded in the business model.
- Project-based alliances with one or more other organizations are employed when companies rely critically on the resources and/or capabilities of other players, and cannot simply purchase them on the market. These might include the expertise, on-the-ground networks, and catalytic financing of NGOs, donors, and development banks. Since the reputation and success of each partner is at stake if the other fails to comply with its commitment, formal alliance models, such as partnerships or joint ventures, are often required.
- Platforms are formal networks of potentially large numbers of players, established for a common purpose. Platforms can overcome free rider problems in the creation of public goods such as basic research or shared infrastructure. They can also organize collective action to overcome weakest links in tight-knit regional systems, such as agricultural value chains.

These structures are complementary, and companies often use them in combination, either sequentially or simultaneously. The cases studied reflect a range of possible combinations. This paper provides a simple framework for companies to think about the strategic management of inclusive business ecosystems. Yet, much more remains to be done.

Keywords: Inclusive Business Ecosystem, Base of the Economic Pyramid (BOP)

Women and Business: Drivers for Development International Finance Corporation (2011)

This paper tells the story of women in business in five very specific roles, as: leaders, entrepreneurs, employees, consumers, and stakeholders. As business leaders, serving as role models of private sector development, it features Eva Roberts and Marie Bob-Kandeh, both from Sierra Leone. Eva, a medical doctor and a trend-setting entrepreneur, embarked into business by launching Moringa, a popular herbal tea, while Marie, owner of Rehoboth Services, leads the Market Women's Association, protecting the rights of more than 6,000 female street vendors, most of them poor and illiterate. A Nigerian pharmacy owner, Bukky George, makes things happen as women entrepreneur and Manurie de Silva heads up women's management training efforts at Galle, Sri Lanka's chamber of commerce.

Eight (8) stories were highlighted in women as employees in this article in the different economies and sectors, such as, agribusiness, tourism, garment sector, export processing zones, and in the mining

industry. Women are also the primary consumers of microfinance in Colombia and key buyers of low-cost lighting products in Africa.

Engaging women as stakeholders can also help organizations manage the potential negative impacts their projects may have on a community. These can include environmental damage, population displacement, and use of natural resources. Engaging women also leads to a fairer distribution of projects' positive impacts—for example, employment, contracting, corporate social responsibility programs, and community investment.

Keywords: Women in Business, Women as Entrepreneurs, Women as Employees, Women as Leaders, Women as Consumers, Women as Stakeholders

Women-Owned Businesses In the 21st Century
U.S. Department of Commerce Economics and Statistics Administration
October 2010

This report documents the changes in women-owned businesses over time, explores disparities in the characteristics of businesses owned by women as compared to those owned by men, and discusses potential reasons for these disparities and the different outcomes that are associated with them. The focus is on proprietorships, partnerships, or any type of privately-held corporation with one or more owners. Publicly-held companies are not included. Highlights include:

- Women-owned businesses contribute significantly to the U.S. economy. In 2007, 7.8 million firms were owned by women, accounting for almost 30% of all non-farm, privately-held U.S. firms. Women-owned firms had sales/receipts of \$1.2 trillion and those with paid employees had 7.6 million workers.
- The number of women-owned businesses has grown over time. Between 1997 and 2007, the number of women-owned businesses grew by 44%, twice as fast as men-owned firms, and they added roughly 500,000 jobs while other privately-held firms lost jobs. In part, this is because women-owned firms are more likely to be located in industry sectors that experienced employment growth, such as health care and education services.
- Between the years 1997 and 2002, the number of businesses owned by minority women increased faster than those owned by non-minority women, with minority women-owned firms accounting for more than half of the increase in women-owned businesses.
- Women-owned businesses are typically smaller than men-owned businesses. Although women own 30% of privately-held businesses, these businesses account for only 11% of sales and 13% of employment among privately-held companies. Average sales/receipts for women-owned businesses are only 25% of average sales/receipts for men-owned businesses. Women-owned businesses are concentrated in industry sectors where firms are typically smaller.
- There are substantial differences in the financing utilized by women-owned versus men-owned businesses. They are more likely than men to indicate that they do not need any financing to start their business. It is difficult to distinguish preferences from constraints in these data. For instance, women may encounter less favorable loan conditions than men or they may be less willing to take on risk by seeking outside capital.
- The characteristics of self-employed women are similar to those of self-employed men. Compared to the non-self-employed, self-employed women and men are older, more likely to be married, and less likely to have children at home. However, women who are self-employed work fewer hours on average in their business than self-employed men.
- The annual earnings ratio between self-employed women and men is 55%, well below the ratio between non-self-employed women and men.

The growth of women-owned businesses, and their performance as job creators at a time when other privately-held businesses were losing jobs, testifies to the importance of women-owned businesses to the economy. These businesses represent a potential source of future economic growth, yet they have a long way to go to achieve parity with men-owned businesses. More consideration should be given to identifying and implementing measures that support women's business ownership, such as increasing the networks, mentoring, and information available to potential women business owners, as well as assuring that start-up capital is available.

Keywords: Women in Business, Women, Economic Impact

The Economic Impact of Women-Owned Businesses In the United States

Underwritten by: Walmart

National Women's Business Council

Center for Women's Business Research

October 2009

For the first time, the Center for Women's Business Research, has utilized a methodology to measure the economic impact of the estimated 8 million U.S. businesses currently majority women-owned. Today, women-owned firms have an economic impact of \$3 trillion annually that translates into the creation and/or maintenance of more than 23 million jobs - 16 percent of all U.S. jobs! These jobs not only sustain the individual worker, but contribute to the economic security of their families, the economic vitality of their communities and the nation.

If U.S.-based women-owned businesses were their own country, they would have the 5th largest GDP in the world, trailing closely behind Germany, and ahead of countries including France, United Kingdom and Italy.

The significance of the total amount of economic impact – \$2.8 trillion – once again proves that women-owned firms are not a small, niche market but are a major contributor and player in the overall economy. It also reveals the magnitude of importance that small business plays in the overall economy. According to SBA's Office of Advocacy, 99.7 percent of all employer firms are classified as "small businesses (less than 500 employees);" small businesses employ 51% of all people; have generated nearly two-thirds (64%) of net new jobs over the past decade and a half; and produce 13 times more patents per employee than large patenting firms.

From 1997-2002, women-owned firms were growing at twice the rate of all other groups and while the current economic woes have dampened business growth for all segments, women continue to keep pace. However, in most public conversations and in most people's minds, the important player in the economy is the large corporations – which only account for .03 percent of all firms and employ fewer people than small businesses do in total. This research illuminates the economic reality and calls for changing the conversation at a policy level and in the public sphere. The data indicate a continuing social and cultural shift for work and for women. Full or part time entrepreneurship is a well-established trend. From 1997 to 2002, the Census data report that nearly all growth in small businesses came in the non-employer segment and women had the largest growth compared to other groups. The overarching shift reflects the education, experience and characteristics of women at different stages of their lives. It also reflects the lack of opportunities and flexibility in major corporations and large businesses for women.

Keywords: Women in Businesses, women, Economic Impact

Realizing Africa's Wealth – Building Inclusive Businesses for Shared Prosperity

A UNDP African Facility for Inclusive Markets Report

United Nations Development Programme

Africa's wealth lies primarily in its people – a young and growing population in search of opportunity. By enabling these individuals to engage in business, the private sector unleashes people's potential. Inclusive businesses integrate low-income people into their value chains, thus creating opportunities for this group in a targeted way. There has been considerable innovation and entrepreneurial drive in creating inclusive business in Africa. Yet manifold constraints in the business environment mean these businesses often struggle to reach a larger scale. Supportive ecosystems that provide appropriate information, incentives, investment and implementation support can stimulate the development of more inclusive businesses with greater impact.

This report describes the status of inclusive business in Sub-Saharan Africa and the ecosystems underlying the enterprises and entrepreneurs driving such approaches. It identifies promising opportunities in strengthening these ecosystems, enabling enterprises and entrepreneurs to build more – and stronger – inclusive businesses.

While enterprises are the drivers of inclusive businesses, entrepreneurship is required of all societal actors if the surrounding ecosystems are to be developed. Local support institutions are largely absent, and building them will make it considerably easier for inclusive businesses to flourish. By building inclusive business ecosystems, Africa's wealth can be realized, creating shared prosperity.

Keywords: Inclusive Business, social enterprise, ecosystems

Women Entrepreneurs in Mobile Retail Channels: Empowering Women, Driving Growth The Cherie Blair Foundation for Women, STC and TNS

A Report

In this report, they investigated the gender composition of the 'mobile value chain' (MVC) in 11 different markets around the world. They examine the current level of women's participation in the MVC and the benefits of such participation both for mobile network operators (MNOs) and for women entrepreneurs. In addition to undertaking an analysis of the MVC, the scope was broadened to encompass the wider political, social and institutional conditions in each market. The researchers interviewed policy makers and spoke to other stakeholders who have an interest in women's economic empowerment in the markets concerned.

According to most women they spoke to, selling basic mobile products (airtime, SIMs, etc.) is not a highly lucrative business and does not provide enough income on its own. Instead, a mobile business is usually used either to supplement another retail business or is a small-scale enterprise intended to provide an additional income rather than a sole income. These women derived significant benefits from participating in the MVC which are as follows: (1) making it an ideal entry point for women entrepreneurs who are able to juggle household and community responsibilities alongside selling mobile services, (2) joining the MVC can be an empowering experience for women, often increasing their confidence, capability and capital, as well as giving them improved social status at the household and community level, and (3) selling mobile-related products is relatively steady and can help support families that might otherwise be solely dependent on fluctuating seasonal incomes.

The report shows that there are regional variations in women's participation in the MVC. In India, Indonesia and the Middle East we found that the majority of participants in the MVC were male, while in Africa and the Philippines most mobile vendors were women. However, nowhere did we discover women taking on better-paid roles higher up the value chain – as distributors or as owners of larger-scale retail outlets. Reasons for this can largely be attributed to a culturally defined understanding of appropriate roles for women in their respective societies. Other barriers include limited educational opportunities for women and the lack of productive assets such as capital available to women.

Keywords: Women Entrepreneurs

Women in Enterprise: A Different Perspective

Susan Marlow, Mark Hart, Jonathan Levie, & Mohammad Karim Shamsul

This report describes and reviews the influence of gender upon entrepreneurial intentions, self-employment and business ownership. Specifically, we explored women's entrepreneurship. From the evidence presented we found that there are three main gender differences in entrepreneurship: in start-up rates, the nature of the businesses they run and growth intentions. In addition, there is a rather complex picture of business financing and some concerns regarding popular depictions of entrepreneurial role models. From these findings, we suggest a range of interventions designed to address these gaps which are sensitive to the context of women's' entrepreneurship and which could be addressed by a range of public, private and third sector institutions, including the media, resource providers, education and training bodies and state and semistage agencies. 'Closing the gap' type approaches (i.e., those predicated on a 'if only there were the same number of...' type arguments) are often too simplistic. While they are a useful starting point they fail to recognise the context in which women seek to develop an expression of their entrepreneurial aspirations and intentions.

Keywords: Women Entrepreneurship, Gender, Women in Enterprise

Women-Owned Businesses

Carving A New American Business Landscape

Center for Women in Business

U.S. Chamber of Commerce Foundation

This report discusses the growing economic impact of self-employed women entrepreneurs and small business owners on the U.S. economy. It looks at which states have attracted the most women-owned firms and seeks to share lessons from communities that have seen their rates of female entrepreneurship flourish. Smart, pragmatic programs can play an instrumental role in advancing the interests and building the business acumen of women entrepreneurs. As successful solo enterprises led by women grow into employer firms, understanding their character and impact will contribute to creating environments that help more women scale up their businesses and ultimately serve national and international markets in unique and groundbreaking ways.

The research also provides powerful examples of systems and programs that encourage and support women's business initiatives in communities around the United States.

Keywords: Women In Business, Women Entrepreneurs, Economic Impact

THESIS & DISSERTATIONS

Inclusive Business: Using For-Profit Business Models to Address Global Poverty

Samuel J. Conner (2013)

A Senior Thesis

Abstract

Due to the rise of globalization, modernization, and the Internet revolution, awareness of global poverty has expanded, making its eradication a chief goal of the global development community for the twenty-first century. Though corporations are often expected to participate in social and community development initiatives without regard for profits, this paper presents inclusive business as a way for businesses to profitably engage impoverished segments of society. Inclusive businesses seek to expand

their consumer bases or strengthen their supply chains by moving into new markets among the poor that have limited access to global markets and remain largely untapped. The research that follows herein delves into the inadequacies of corporate social responsibility and social business to achieve business sustainability and scalability in addressing poverty. This is followed by an overview of the business potential of low-income populations and some of the general requirements and challenges to doing business among these people. Finally, a number of business models will be examined along with several case studies, which provide real world insight into the implementation of those models, concluding with a brief discussion of the keys to achieving scale with inclusive business ventures. Scalable inclusive models allow businesses to expand their reach, whether to consumers or suppliers, beyond a limited community, enabling them to retain the motivation of profit while allowing millions of the world's poor to participate in global markets and improve their standards of living.

Keywords: Inclusive Business Models, Inclusive Business

Factors Affecting the Performance of Women Entrepreneurs in Micro and Small Enterprises (The Case of Dessie Town)

Mulugeta Chane Wube

August 2010

A Thesis

Abstract

This study was designed to assess the factors that affect the performance of women entrepreneurs in MSEs. It also addressed the characteristics of women entrepreneurs in MSEs and their enterprises and the supports they acquire from TVET colleges/institutes. A sample of 203 women entrepreneurs engaged in 5 sectors was taken for the study using stratified and simple random sampling. In the process of answering the basic questions, a questionnaire that include demographic profiles, characteristics of women entrepreneurs and their enterprises, factors that affect the performance of women entrepreneurs in MSEs and supports MSEs acquire from TVETs was designed in a closed ended and likert scales. Moreover, interviews were held with top officials of MSEs, micro finances and TVET educators. After the data has been collected, it was analyzed using simple statistical techniques (tables and percentages) and descriptive statistics (mean and standard deviations).The results of the study indicates the personal characteristics of women entrepreneurs in MSEs and their enterprise affect their performance .It also shows that lack of own premises(land),financial access, stiff competition, inadequate access to training, access to technology and access to raw materials were the key economic factors that affect the performance of women entrepreneurs in MSEs. The study also found that conflicting gender roles, social acceptability and, network with outsiders were the major social factors that affect these entrepreneurs .Furthermore, the main legal/ administrative factors include access to policy makers, high amount of tax and interest, bureaucracies and red tapes, and over all legal and regulatory environments. The study also found that even though TVETs provide technology, machine maintenance, technical skill training and facility supports, co operations in the areas of business related trainings are poor. Based on the major findings, recommendations were forwarded to existing and potential entrepreneurs, MSEs, Micro finances and TVET educators.

Keywords: MSEs, Women Entrepreneurs

WORKING PAPER

Growing Inclusive Businesses in the Philippines: The Role of Government Policies and Programs

Roehlano M. Briones (2016)

PIDS Discussion Paper Series

Inclusive business (IB) is a private sector approach to providing goods, services, and livelihoods on a commercially viable basis, either at scale or scalable, to people at the base of the pyramid by making them part of the value chain of companies' core business as suppliers, distributors, retailers, or customers. There is keen interest in IBs, both in the public and private spheres, as a strategy for inclusive

growth. The Department of Trade and Industry is setting up an accreditation system to certify business models as IB, based on an evaluation tool, initially for three priority sectors: agribusiness, housing, and tourism. This paper analyzes the economic and development potential of IBs, and describes existing programs and policies of the government in terms of openness to IB. It then makes several recommendations for short-term IB promotion, as well as long-term measures to support IB in the Philippines.

Keywords: Inclusive growth, inclusive business, micro, small, and medium enterprises, small farmers and fishers, base of the pyramid, industry promotion, government support

The impact of female entrepreneurship on economic growth in Kenya

Rachel Lock and Helen Lawton Smith (2015)

The purpose of this paper is to explore the challenges facing female entrepreneurs in Kenya. The study draws on primary research conducted through face-to-face surveys with female entrepreneurs in Kenya in a wide range of sectors, all of whom have their own micro enterprises. It draws on the framework of Bates et al. (2007) and Baughn et al. (2006) to look at the entrepreneurship landscape in Kenya and the barriers and constraints faced by women entrepreneurs as well as the support and opportunities available. It was found that female entrepreneurs in Kenya face far fewer barriers to starting micro-enterprises now than ever before and that it is proving to be a widely successful model for them to lift themselves and their families out of poverty. There are, however, a number of barriers to growth within the micro-enterprise sector. On the basis of these, the paper argues that, in order for female entrepreneurship to have a greater impact on economic growth within Kenya, the country needs to introduce more effective policies, regulation of the informal sector and further support to women entrepreneurs, for example through business training, mentoring and financial support. The paper presents original research on the growing phenomenon of female entrepreneurship in Kenya as a means of alleviating poverty. It considers how this trend is related to the growing availability of micro-finance.

Keywords: Female Entrepreneurship, Kenya, micro-finance, empowerment formal and informal sector

Increasing Economic Opportunities of Women in the APEC

Lucita Lazo

Discussion Paper Series No. 2015-18

Philippine Institute for Development Studies

February 2015

The paper argues for increasing women's economic opportunities in the APEC region and states that women's participation in the economy is skewed toward micro and small enterprises and they are mostly self-employed entrepreneurs in the informal economy. It summarizes the challenges commonly encountered by women entrepreneurs in the APEC economies and recommends actions to address these at the Philippine economy level and at the APEC regional level.

Among the common challenges to women entrepreneurs are access to finance, productive resources including entitlement to land and property rights, and information; sustaining and scaling up enterprises; lack social preparation and technical skills for enterprise building, and readiness for global markets; lack of representation in decision making structures; vulnerability and lack of access to health and socio-legal protection and dearth of data for planning and program impact analysis.

Women of APEC economies have the possibility of expanding women's economic opportunities through practical measures: empowering women by globalizing their outlook; organizing women entrepreneurs in the formal and informal sectors, technical and vocational education, leadership and political representation, more attention to micro-entrepreneurs in the informal economy in order to scale up their enterprises; enhancing women's enterprise competitiveness through innovation and capacity development in entrepreneurship; ensuring enterprise resilience and reducing vulnerability.

Keywords: APEC, women, micro and small enterprises, informal economy, economic impact

Promoting Women's Economic Empowerment: What Works?

Mayra Buvinic & Rebecca Furst-Nichols

World Bank Group

Policy Working Paper

November 2014

A review of rigorous evaluations of interventions that seek to empower women economically shows that the same class of interventions has significantly different outcomes depending on the client. Capital alone, as a small cash loan or grant, is not sufficient to grow women-owned subsistence-level firms. However, it can work if it is delivered in-kind to more successful women micro entrepreneurs, and it should boost the performance of women's larger-sized SMEs. Very poor women need a more intensive package of services than do less poor women to break out of subsistence production and grow their businesses. What works for young women does not necessarily work for adult women. Skills training, job search assistance, internships, and wage subsidies increase the employment levels of adult women but do not raise wages. However, similar interventions increase young women's employability and earnings if social restrictions are not binding. Women who run subsistence-level firms face additional social constraints when compared to similar men, thus explaining the differences in the outcomes of some loans, grants, and training interventions that favor men. Social constraints may also play a role in explaining women's outcome gains that are short-lasting or emerge with a delay. The good news is that many of the additional constraints that women face can be overcome by simple, inexpensive adjustments in program design that lessen family and social pressures. These include providing capital in-kind or trans-acted through the privacy of a mobile phone and providing secure savings accounts to nudge women to keep the money in the business rather than to divert it to non-business uses.

Keywords: Women entrepreneurs, Women Empowerment

Women Entrepreneurs in the Informal Economy:

Is formalization the only solution for business sustainability?

Shyama V. Ramaniac, Ajay Thutupallia, Tamas Medovarszkic, Sutapa Chattopadhyaya,
Veena Ravichandranb (2013)

The existing marketing, strategy and economics literature have little to offer by way of recommendations to promote entrepreneurship in the informal economy, except to advocate that multinationals, local firms, state and public agencies should work together to bring the informal economy into the fold of the formal economy. In contrast, this paper argues that the business sustainability of women entrepreneurs in the informal economy depends upon their engagements or business partnerships with other women (and men) and women focussed intermediaries. More than formalization, women entrepreneurs need 'spaces' for dialogue with other women (and men) to learn and build business capabilities. Both the State and firms wanting to penetrate the informal economy can create such spaces through partnerships with NGOs and women-focussed organizations. While formalization of entrepreneurial activity is favourable under some circumstances, it can be detrimental under others – necessitating a case by case

evaluation rather than a general rule. In order to ensure the business sustainability of women's ventures in the informal economy, any sort of formalization must occur through a gradual process accompanied by intermediaries. These results are formulated through the compilation and analysis of the existing literature and the study of six detailed case studies of women entrepreneurs from developing countries validated by extensive interviews. The results are then used to propose a closed model of linkages between formal and informal economies which has novel organizational implications for firms competing to establish consumer bases and business partnerships in the Base of Pyramid (BoP) markets of developing countries.

Keywords: Informal economy, entrepreneurship, gender, business sustainability, economic impact

Engaging Government in Inclusive Value Chain Development

Rajiv Pradhan, Richard Rose, and Conor Riggs

The Value Initiative and The Seep Network (2012)

Value Initiative Working Paper

This paper analyzes the good practices of the four programs of the Value Initiative and identifies effective tips for engaging government in value chain development with a "bottom-up" approach. Through their work, these programs learned how to engage the government and attract the support of key government officials to aid their work and increase sustainability. As a result, from design to implementation, the pilot tests and activities of the Value Initiative programs broadly demonstrated to government actors a "proof of concept" with their successful interventions and strategies. In response, government officials recognized the value of these approaches, interventions, and activities and more actively engaged in and supported these methods.

The good practices highlighted in the Value Initiative programs offer guidance to organizations involved in inclusive value-chain development. Understanding what benefits and support governments bring, or need to have augmented, early in a project's design process can enrich the objectives or circumvent potential issues before they arise. Taking advantage of government engagement and collaboration in value chain development projects can mean more sustain-able, positive impacts in the business-enabling environment for small, micro, and informal enterprises, regardless of country or sector. With hope these lessons will contribute to improved practices in value chain development and lead to better targeted and more effective cooperation between the government, bottom-up development initiatives, and the private sector organizations that make up the market system.

Keywords: Value Chain Development, Bottom-up Approach, Government Support

Linking Inclusive Business Models to Inclusive Growth

Cross-Sector Partnerships in Poverty Alleviation Strategies of Multinational Enterprises

Rob van Tulder, Fabienne Fortanier, and Andrea da Rosa

The Partnership Resource Center – Working Paper Series

November 2010

Abstract

This paper links the macro concept of "inclusive growth" to the micro concept of "inclusive business". Its main contribution is the creation of a multi-level taxonomy of business models that can be applied by (large) multinational corporations and in which the direct and indirect consequences for inclusive growth are taken into account. One of the links that is clearly missing between the two dimensions is cross-sector partnerships. They form the meso-level link between micro-level business models and macro-level national development strategies. The taxonomy makes it possible to comparatively study large corporations across national and cultural boundaries, distinguish patterns and determinants of strategies, and examine corporate claims regarding their contribution to inclusive growth. A first application of this taxonomy on the business and partnership models adopted by the first one hundred

Global Fortune companies, shows that particularly European firms are proactively applying inclusive business models, and are proactively engaged in cross-sector partnerships. Very advanced business models for inclusive growth, however, have not yet been developed.

Key words: Business model, poverty alleviation, partnerships, inclusive growth, inclusive business, sustainable development, Multi-national Enterprise (MNE)