



Challenge/Risk Factor

GSB Value Proposition

Identification of opportunities & partners

Lack of resources (e.g. no presence in country) to actively seek and respond to opportunities	Active, on-the-ground help in identifying and developing new investment opportunities
Limited ability to identify and partner with local, value-adding partners	Active, on-the-ground help in identifying and developing new partnerships with NGOs, SMEs, and financing partners
Limited access to government and development partners	Help in identifying government and donor counterparts to facilitate access & dialogue
Traditional mind-sets inhibit new models from emerging	Showcase ideas for inspiration, encourage cross-sector solutions in partnership with other GSB companies in the country or region

Market Research

Limited public information about target clients; limited financial incentives where commercial viability is highly uncertain	Co-funding of research with the private sector (e.g. feasibility studies) allows for understanding of client needs & obstacles at granular level and leads to better business plans and greater buy-in
Limited knowledge of local circumstances and needs/demand	Provision of local development expertise and skills tailored for commercial purposes
Lack of coordinated involvement and feed-back from relevant stakeholders	Organize constructive feed-back and involvement through multi-stakeholder coordinating group or similar
Difficulties in ensuring alignment with national priorities and development plans	Help in active collaboration with government and development partners

Business Model Development

Lack of appropriate information as foundation for sound business plan	Help in identifying existing data sources and in carrying out research directly linked to specific investment project
Limited ability to identify and partner with local, value-adding partners	Active, on-the-ground help in identifying and developing new partnerships with NGOs, SMEs, and financing partners
Limited knowledge on maximization of "business plus development" benefits	Help in investment design to ensure benefits based on international best-practice
Lack of coordinated stakeholder involvement and applicable feed-back to business ideas and plans	Organize and support multi-stakeholder investment alliance (implementation group) led by company
Lack of systematic exploration of possible cross-project synergies	Active support in identifying possible cross-sector synergies

Financing

Limited internal financial resources to develop investment where commercial viability not yet proven	Help bridge access to finance to make the business case viable, including loans, grants, and development finance
Capacity building or targeted public infrastructure investments not within commercial viability of business models, yet required for success	Help bridge access to finance for key partners and infrastructure projects

Implementation

Limited capacity and skills of key partners involved in planning or implementation	Active help in building capacity of key partners through technical assistance and financial support
Corruption and other obstacles such as inadequate infrastructure	Establishment of a UNDP-sponsored "comfort zone" where information can be shared, and issues raised and resolved
Political/regulatory issues or barriers to implementation	Use influence with government to actively resolve barriers, and inform policy/reform work
Limited engagement of government and other key players such as regulators and NGOs	Active brokerage to engage counterparts, showing genuine benefits and need for genuine support

Monitoring & Evaluation

Limited human, financial, and technical resources to do M&E	Provision of human, financial and technical resources
Limited incentive to monitor and evaluate development impacts	Actively encourage monitoring and evaluation to assist in replication and up-scaling best practices.