



BC+A 2021

Annual Report





About BCtA

Launched at the **United Nations** in 2008, **Business Call to Action** (BCtA) is UNDP's global inclusive business platform advancing core business solutions for development. BCtA recognizes and advances inclusive businesses with a clear commitment to benefiting people in low and middle-income markets while advancing the Sustainable Development Goals. BCtA is the world's largest inclusive business network, with membership spanning over 280

companies with operations in 83+ countries, all of whom have made a commitment to improving the lives of low-income populations through their business models.

BCtA is supported by the Swedish International Development Cooperation Agency, the Dutch Ministry of Foreign Affairs, the Swiss Agency for Development and Cooperation and the Arab Gulf Programme for Development.

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01

INTRODUCTION & HIGHLIGHTS

The year 2021 has been a busy one for Business Call to Action, and in many ways, a triumphant one. It has been a time learning and transition, of sowing the seeds of BCtA's new service offers and scaling existing ones, of building new partnerships and strengthening old ones, of expanding its existing expertise within UNDP while offering new, globally relevant solutions within the organization and externally.

Business Call to Action took on the sudden challenges caused by COVID in 2020 and ended the year with a vision to leverage its knowledge in a COVID-impacted world. This year that vision was put to test – and saw its successful delivery.

Inclusive Innovation Journey

While the need for digitalisation-based solutions had been gaining momentum as a means to reach more underserved populations in efficient, innovative yet cost-effective ways – COVID-19 created an accelerated need for this. In this regard, the launch of Business Call to Action's latest government-centred innovation service caters to the needs of the times. Launched in Tunisia and Colombia with the respective country offices, the Inclusive Innovation Journey seeks tech-based solutions for low-income communities around healthcare and climate-related issues, exacerbated by COVID-19, that have been developed by the private

sector. The programme will enable the connection of businesses that have tried and tested solutions to local development challenges with the public entities needing them, allowing such businesses to scale while providing localized business solutions to governments. This initiative also falls in line with UNDP's latest strategic plan that calls for a move towards seeking digitalisation-based solutions to forward the SDGs and provide support to countries through private sector collaboration.

Communities of Practice

The Inclusive Innovation Journey is closely aligned with BCtA's Community of Practices (CoPs), and 2021 saw the successful launch of two CoPs on health-tech and agritech, with another one on the Kampala Principles set to launch in early 2022 in partnership with the GPEDC. The Community of Practice not only leads to increased member engagement in multistakeholder partnerships for development cooperation but also supports BCtA's service offers and the development of thought leadership products while focusing on a COVID-19 response.

Thought Leadership

In terms of thought leadership, BCtA published three knowledge products on inclusive business this year. The *Inclusive Business Features*, written in collaboration with 17 leading global organizations, have been published as a guiding document for the adoption of inclusive business through clear and practically defined features for businesses, investors and governments. The report *Two Hands to Heal*, developed via the health-tech CoP, looks at how healthcare inclusive businesses collaborated with governments to respond to COVID-19, using on-the-ground examples from BCtA's member companies. While the report *Nouveaux Horizons*, written in partnership with UNDP Tunisia, maps the ecosystem of inclusive businesses in Tunisia to enable the private sector to contribute to the achievement of national priorities and the SDGs.

Gender Equality

Knowing how much women's economic empowerment and the key role gender equality plays in driving social and economic growth, BCtA has been including a gender lens as much as possible into its service offers and membership network. Working closely with the UNDP gender team, BCtA integrated a robust gender lens into its IMM services, including bringing in gender-sensitive key performance indicators (KPIs) into the Impact Lab. BCtA also developed a video tutorial encouraging organizations to create a gender-aware impact framework. Moreover, as a result of introducing gender-disaggregated targets as part of member companies' reporting requirements, this year BCtA was able to comprehensively track the impact on women within its network. Among the results of the 87 companies that submitted reports, it was noted that 45,173 women owned MSMEs receiving financing from BCtA companies' inclusive business initiatives.

Impact Measurement and Management

The year also saw BCtA continue to scale its impact measurement and management service offer, training more than 2,000 individuals from business accelerators and finance organizations to MSMEs, UNDP and partners. This included the successful delivery of tailored IMM training to SMEs in Jordan and Sudan, with over 1,000 entrepreneurs and microfinance employees trained. As part of its IMM offerings, BCtA published 10 impact case studies and five IMM video tutorials. Meanwhile, BCtA's IMM offer continued to gain traction within UNDP and externally, with BCtA holding trainings with or in partnership with UNDP Country Offices of Chile, Malaysia, the Philippines and Turkey this year.

Advocating for Inclusive Business and building strategic partnerships

In fact, it is not just in IMM where BCtA has been working closely with colleagues at UNDP Regional Bureaus and country offices, but also around raising awareness of BCtA's overall network and services. As such, BCtA has established a promising foundation for future collaboration around inclusive business with country offices in Asia Pacific, Africa, and Latin America, with particular interest from Malaysia, Sri Lanka, Nepal, Uganda, Zambia, Dominican Republic, Uruguay, and Peru. This outreach has been welcomed by the country offices, who are eager to strengthen their engagement with the private sector.

In 2021, BCtA also continued to advocate for inclusive business, and secured earmarked funds from BMZ on the Kampala Principles on private sector engagement and to leave no one behind. It also got funding from the Asian Development Bank to define a baseline for IMM for ADB and refine the Inclusive Business Features for five Asian Pacific countries. At the same time, building upon its corporate offer within UNDP, in 2022 BCtA will continue its collaboration with the Covid-19 PS Global Facility and SDG Impact on impact measurement and management for MSMEs and incorporate the SDG Impact Standards into the Impact Lab respectively.

Impact of BCtA's network

BCtA companies continued their direct and indirect impact on middle and low-income communities, despite setbacks from the pandemic. Based on submitted member annual reports, in 2020, member companies improved access to goods and services for almost 80 million individuals and increased the productivity and/or revenue-generating activities of 53 million people due to the companies' inclusive business models.

Looking forward to 2022

Looking back at this year's accomplishments, a new and exciting direction has been set forth for BCtA, and the work done in 2021 has cemented what is to come in 2022. In the upcoming year BCtA is charged and ready to embrace its role as a learning and innovation initiative centred on achieving the SDGs via inclusive business models.

This year will also see BCtA integrate its services and bring forth its expertise into the larger UNDP offer of tackling development challenges and providing solutions to country offices and partners globally. This integration will lead for increased efficiencies in the delivery of the services BCtA offers such as inclusive innovation and impact measurement and management.

With BCtA's pivot towards expanding its expertise in reporting, managing, and innovating for the SDGs via inclusive business, in 2022 the initiative will continue to deepen its work on impact management, the newly launched inclusive innovation programme, through promoting public-private partnerships for the Global Goals and in continuing to advocate for inclusive business as a solution to tackling poverty and the consequences of climate change on low-income communities.

02

THE BCTA OFFER

This year saw Business Call to Action make great strides in offering action-oriented solutions for businesses, governments, and institutions through three very specific service offers: Impact Measurement and Management, the SDG Corporate Tracker and the Inclusive Innovation Journey.

Each of these services build upon BCTA's tools, experience, and knowledge on tracking, measuring, reporting and innovating for the SDGs.

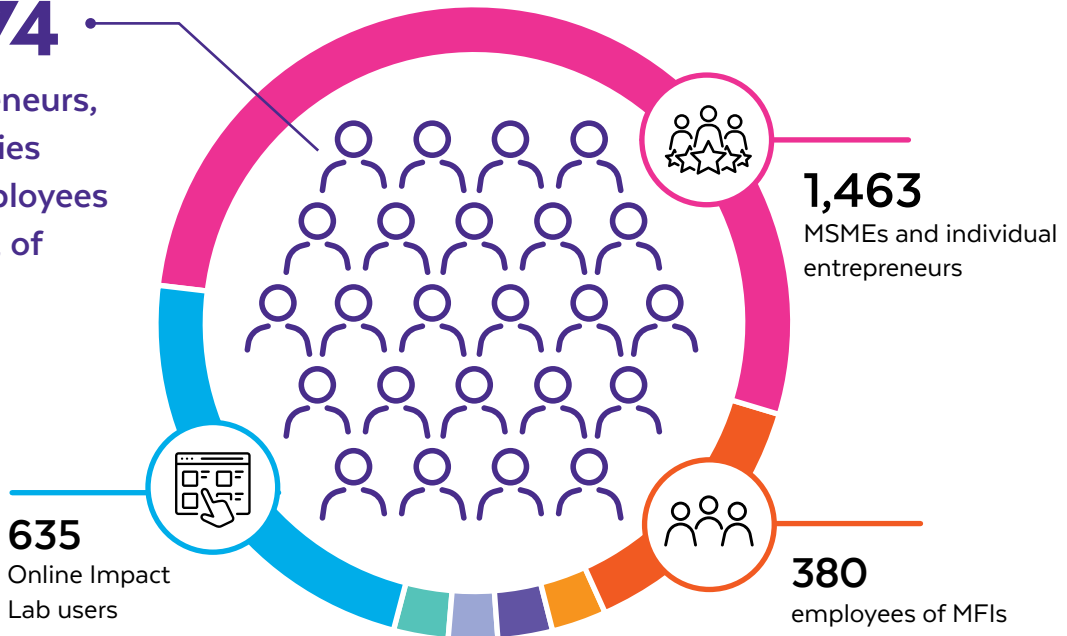


A. Impact Measurement and Management

IMM at a glance

2,774

entrepreneurs, companies and employees reached, of which:



75
companies engaged in trainings and workshops



71
Entrepreneurs mentored



72
UNDP staff trained on IMM on a train-the-trainer basis



78
entrepreneurs from women-led companies in India trained

IMM Materials developed



5
video tutorials developed



10
case studies published



1
BCtA IMM training integrated into a MOOC



5
languages Impact Lab is available in



Covid-19
indicators integrated in the Impact Lab

Over the last few years, BCtA has been fostering a culture of impact measurement and management through trainings, direct technical assistance, and mentorship to companies in their effort to better manage their impact on the SDGs. As an early player in the IMM space with quality and tested tools and services for building IMM capacity, BCtA provided IMM support on a cost-recovery basis. And with a globally accredited IMM team for training trainers, 2021 saw continued demand for IMM expertise from the private sector and from UNDP country offices.

Expanding IMM via training, workshops, and mentorship programmes

In 2021, BCtA forged new opportunities to offer its IMM service for MSMEs, corporates, accelerator programs and private sector actors, spanning new regions and sector, reaching over 1,000 participants.

Having built up its IMM offer over the years, BCtA now has a streamlined approach to delivering relevant IMM support with sessions tailored to the context of each audience – from startups to corporations.

- For the fourth year in a row, on invitation from the UNDP Philippines Country Office and in partnership with the Innovation for Social Impact (ISIP), PhilDev and Youth Co:Lab, the IMM team led a two-day workshop with 30 startups, followed by a one-on-one mentorship session with six startups.
- In Turkey the team provided training to 7 startups participating in the SDG AI Accelerator. The team also published seven case studies and hosted a webinar as part of BCtA's ongoing partnership with imece.
- With imece, BCtA also co-hosted a webinar on "Managing Impact to Unlock Impact Investment for the SDGs" which included contributions from investment experts at Yunus Social Business, Vox Capital and UNDP teams Growth Stage Impact Ventures (GSIV) and the Istanbul International Centre for Private Sector in Development (IICPSD).
- In coordination with the Thailand Country Office, the team led a training with 19 enterprises at Securities and Exchange Commission of Thailand over two days.
- While in Malaysia, as part of the Social Impact Challenge Accelerator programme, a group mentoring session was conducted to provide customised guidance to 25 enterprises on impact assessment, followed by 1:1 sessions with 15 enterprises.



When impact is appropriately measured and showcased, more stakeholders are likely to take [such] impact seriously.

Niloy Banerjee, Residence Representative for UNDP Malaysia, Singapore, and Brunei Darussalam on the value of IMM



The session with UNDP Business Call to Action on maximizing positive impact through sustainable business models was so engaging it had attendees wanting more!

Women Indian Chamber of Commerce & Industry comment on BCtA's IMM workshop

- In collaboration with the Indian Women Chamber of Commerce and Industry, the BCtA team led an IMM training session that saw 78 entrepreneurs and business leaders participate. Moreover, BCtA held a three-day training course on SDG Impact Standards for 20 companies from the financial sector in Jordan.
- With the facilitation of UNDP Tunisia, the team led an information session on IMM and the SDGs with eight companies in the country.

- While in Denmark BCtA gave a presentation on IMM to 18 SMEs at **TechVelopment Denmark** that are bringing new solutions and innovative approaches to well-known global development challenges.

Increasing the IMM footprint in the Arab States

As part of BCtA’s partnership with AGFUND, services and trainings were delivered to groups of trainers identified in intermediary organizations in new regions for BCtA within the Arab world.

A train-the-trainer approach was used to help streamline the process, aided by video tutorials and the option for a portfolio overview to look at clients’ or business partners contribution to KPIs and the SDGs. This approach with IMM training with MSMEs led to 1,463 clients and 380 employees of microfinance institutions trained in Sudan and Jordan.

BCtA worked with the two microfinance organizations—the National Microfinance Bank (NMB) in Jordan and Ebdaa Microfinance Bank in Sudan—to reach clients and MSMEs in their portfolios and raise awareness about the SDGs and IMM at a grassroots level. Such grassroots capacity building represented not only a new space for BCtA, but also a new space for IMM, as it moved through and beyond large organizations and business networks to spread the importance and relevance of SDGs and IMM to a much more local level.

BCtA made great progress building IMM capacity of these banks and their MSME clients to create an impact value chain, identify indicators, gather data, and illustrate how business activities contribute to the SDGs using the BCtA Impact Lab.

As part of delivering this service and to ease language constraints and streamline future trainings in Arabic, BCtA ensured full and accurate translation of the BCtA Impact Lab into Arabic and developed four



1,463
clients and

380
employees

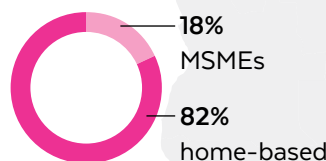
of MFIs in Jordan and Sudan trained on IMM

Sudan

2
train-the-trainer workshops held for 14 heads of branches

16
field officers trained

652
MSME clients trained



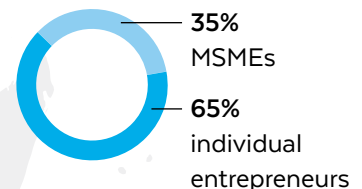
Jordan

3
train-the-trainer workshops held for 24 heads of branches

32
field officers trained

294
employees from various departments

811
MSME clients trained



video tutorials on IMM in Arabic for the banks, their clients and other future Arabic-speaking partners and users of the tool to review and reinforce their knowledge of IMM.

Furthermore, to help incorporate a gender-lens into its IMM trainings, an additional video tutorial in Arabic was developed to encourage organizations to create a gender-aware impact framework.

Building upon the experience with Ebdaa and NMB, BCtA authored two case studies on the institutions' IMM journey, one of which is published on the BCtA website and the other drafted for approval. Two articles on how IMM training has benefited the microfinance banks and the lessons learned thus far were also published on the BCtA website.

For the new year, BCtA will seek to continue building upon its IMM offer in the Arab States.



The training our clients received greatly impacted their perspective; they realized that making articulated, well-thought business decisions not only helps their businesses, it can also help people around them through serving the Sustainable Development Goals.

Rami Nasraween, Chief Operating Officer at NMB



Managing and measuring our impact has helped us to see a clear picture of the bank's work and its impact on stakeholders' linkages to the SDGs. It has helped us better engage and involve our stakeholders in the process of measuring impact.

Nuha Elzain, Research, Development and Partnership Manager at Ebdaa Bank

Extending IMM expertise at UNDP

BCtA's IMM services are increasingly integrated within UNDP's broader efforts to advance impact measurement, management, and reporting. Other than providing direct training to employees of UNDP country offices, BCtA has also made strides in collaborating and partnering with other UNDP initiatives to expand IMM within the organization.

BCtA and SDG Impact continue to formalize collaboration and partnership in rolling out impact measurement and management tools through UNDP to facilitate increased investment in the SDGs. The BCtA team is working on aligning the SDG Impact Standards into the Impact Lab and two BCtA team members have been trained and certified to deliver training on the SDG Impact Standards. BCtA member companies also had chance to get involved: members who took part in BIMS or BCtA Impact Champions were invited to join the MSME working group for piloting the new SDG Impact Standards.

BCtA also joined forces with the Islam Finance team within IICPSD to integrate IMM training into IICPSD's Massive Open Online Course (MOOC) on Impact Investing and Islamic Finance, launching in Q1 2022. Incorporating IMM into such trainings is a further demonstration of the growing demand for IMM across a wide variety of stakeholders and sectors who are entering the IMM space for the first time and eager to build knowhow.

Moreover, BCtA led train-the-trainer sessions for:

- 20 UNDP staff from Chile Country Office
- 22 UNDP staff in Asia Pacific Country Offices
- 30 UNDP staff in the Jordan Country Office

Providing IMM services to BCtA's membership network

Lastly, BCtA continued to support its member network with quarterly IMM workshops. These members-only sessions are live, interactive sessions where member companies can work through specific topics within the BCtA Impact Lab, ask questions and exchange their IMM experiences with one another.

IJJ at a glance



2

innovation challenges
launched



2

multilateral and
governmental
organizations engaged



1

academic/scientific
institution on board



3

private sector
actors engaged



3

mentors recruited



3

programme
partners finalized

B. The Inclusive Innovation Journey

The end of 2021 saw the successful launch of BCtA's Inclusive Innovation Journey (IJJ) in Colombia and Tunisia. The IJJ is a government centred inclusive innovation process to replicate proven business solutions for local development challenges. It is designed to strengthen the capacity of the local private sector and bridge the development gap faced by governments by using tech-enabled, market-based business models to advance pro-poor solutions.

This newly launched programme builds partnerships to support innovation processes and “encourage formal innovation systems to focus on the poor; help low-income actors to adapt, diffuse and use innovations; and work to address structural roadblocks”¹ The end goal of the innovation process is to eventually “support the co-evolution of market and government to sustain a resilient inclusive innovation ecosystem.”²

The Inclusive Innovation Journey integrates internal UNDP technical assistance with the complementary expertise of external private and public sector partners. The process centres on mobilising assets within UNDP to enable country offices to provide technical support to governments as agents of inclusive innovation. Whereas, UNDP country offices take the lead in co-defining the critical problems of interest with local private and public sector partners, while BCtA collaborates with internal UNDP technical experts and its external member companies to provide the methodology, technical support, and expertise to replicate and adapt the required inclusive business to government (B2G) solutions.

Moreover, UNDP's Accelerator Labs are an essential collaborator in refining the structure of government innovation processes and tailored inclusive innovation training solutions to act as conduits for embedding solutions at the country level. While the practical expertise and mentorship provided by BCtA member companies ensures the successful application of lessons from market-proven solutions replicated across multiple geographies.

1 Foster, Christopher and Richard Heeks. “Policies to Support Inclusive Innovation” *Development Informatics: Working Paper Series* (2015)

2 Ibid; World Bank. *Stepping Up Skills For more jobs and higher productivity*, (2010); World Bank. *Connecting for Inclusion: Broadband Access for All*

From collaboration to call to action

The Inclusive Innovation Journey effectively bridges the public and private sectors. With BCtA already skilled in navigating these disparate spaces, and regularly called upon to facilitate engagement and collaboration across them, the IIJ is a natural transition for BCtA. With the launch, BCtA has used its expertise to bring the best of business, UNDP and government together in a fruitful collaboration, as is being demonstrated in Colombia and Tunisia.

Twenty-twenty-one saw the bringing together of all these actors, with the planning and problem-solving phase of the project being set in motion. BCtA worked closely with UNDP country offices to understand the development gaps and sector-specific challenges in Colombia and Tunisia and identified local government bodies and private sector partners to work with. This was followed by a co-definition of the program and policy analysis and then moving on to assess the availability of actionable solutions to said challenge. By the end of the year, an open call for solutions by companies was launched, effectively starting the third phase of the IIJ.

Once applications are collected and companies selected to participate in the IIJ, two content tracks will be launched side-by-side for entrepreneurs and policymakers to begin strengthening the solutions for the local context. The online platform, Babele will be used for engaging enterprises, policymakers, and mentors in the innovation program through modules that have content, reporting and e-learning tools accessible through it.

More on the country-specific Inclusive Innovation Journeys and partnerships is detailed below.

Colombia

In Colombia, BCtA and the Colombia Country Officer partnered with MiLab, the govtech laboratory of INNPulsa Colombia to identify the telehealth sector as the challenges to be addressed. MiLab's partnership has been pivotal in identifying the right partner and challenge for the IIJ, with the Ministry of Health and Social Protection, the Ministry of Commers and the Bogota Chamber of Commerce engaged in the process.

A sectoral diagnosis and policy analysis was undertaken by the firm Haptica and the telehealth sector was recognized as the area of focus due to the increased demand of telehealth services caused by COVID-19 and the need to improve the quality and coverage of such services to hard-to-reach populations across the country. This was determined through a field study aided by the Ministry of Health and Social Protection, which oversees Colombia's National Telehealth Plan.

Haptica's study showed progress by the private sector in this telehealth sector in recent years and its strengthening in recent months due to Covid-19, but the analysis also highlighted the need to improve quality and expand coverage of telehealth services in rural and remote areas.

Further narrowing it down, natal, pre-natal and post-natal telehealth care was identified as the challenge and a call for applications was put out by all partners in December.

Tunisia

In Tunisia, BCtA and the Tunisia Country Office partnered with the Governate of Médenine and the Institute of Arid Regions. After careful assessment of on the ground challenges, the impact of climate change on farmers was identified as an area of particular importance in Médenine.

In fact, water shortage linked to climate change was identified as an area causing loss of crops and livelihoods for farmers, alongside the shocks of the pandemic which caused massive disruptions in services, production and market-related losses.

Hence, with tech-based solutions being the crux of the innovation journey, agritech solutions will be sought for this sector for the efficient management of water resources.

A call for applications was launched in Tunisia at the end of the year and the next phase of the IIJ will be launched early next year.

C. The SDG Corporate Tracker

SDG Corporate Tracker at a glance



3

UNDP Country Offices facilitating the use of the tool (Colombia, Peru, Bangladesh)



670

companies registered on the platform



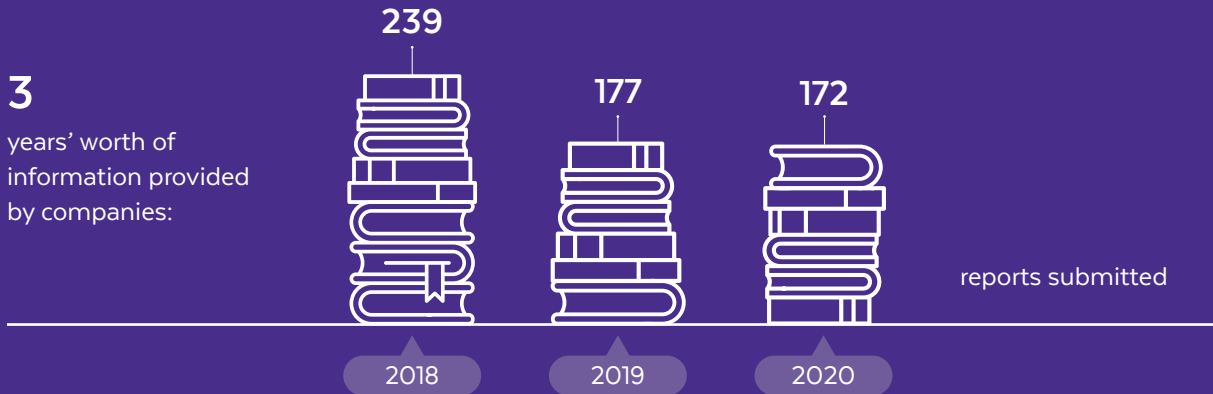
490

companies activated on the platform



11

implementing allies (private sector entities that help with connecting companies)



BCtA has been supporting governments and companies report their contribution to the SDGs based on the Voluntary National Reviews in collaboration with UNDP country offices via the SDG Corporate Tracker. Launched in Colombia, the tool has now been replicated at the country-level by UNDP Peru and Bangladesh.

The SDG Corporate Tracker alongside BCtA was mentioned in Colombia's Voluntary National Report in 2021 as well.

Moreover, the SDG CT was featured at two events this year. First at the *GRI Business Leadership*

Forum and then at the Official Side Event to the *UN High Level Political Forum*. This HLPF panel featured speakers from BCtA, UNDP, Enel and GRI where the discussion focused on how enabling multistakeholder cooperation and engaging business in this cooperation can accelerate the transition towards a sustainable and resilient society.

The interest in advancing national corporate reporting and transparency on the SDGs is an increasingly growing space and the SDG CT is a service BCtA can expand into further geographies in the future via UNDP country offices.

What is the SDG CT?

The SDG CT is a multistakeholder tool that measures and reports businesses' contributions to the SDGs and is consistent with international GRI standards. It is a digital platform hosted by local governments that shows a triple-impact dimension of development. Companies can use the online tool to report their contributions to the SDGs based on the national priorities and which naturally complements the Voluntary National Reports.



D. Communities of practice

In 2021, BCtA held two Communities of Practice on telehealth and agritech with telehealth being concluded this year and agritech launched at the end of the year, which will carry on in 2022, alongside a CoP on the Kampala Principles.

BCtA's first CoP on gender-led companies in 2020, was a direct evolution of BCtA's membership and outreach activities, since then the CoPs have evolved, and are now meant to be consultative and dynamic learning spaces that convene different sets of participants as part of a larger ecosystem. They have multifunctioning purposes, from member engagement to thought leadership to innovative learning grounded in practice, all of which overlap with BCtA's services. Moreover, the communities of practice allow for BCtA and participants to benefit in many ways, be it for gaining knowledge (on IMM or other areas), facilitating linkages across similar inclusive businesses sectors, connecting companies and industry leaders with opportunities, or complementing innovation processes via the sharing of best practices.

Telehealth

BCtA hosted five sessions on different health themes from 2020-2021, created two new partnerships based of this cohort and re-ignited two previous partnerships.

As a result of this CoP and in collaboration with research and consulting firm Endeava, BCtA published a report titled *'Two hands to heal: How health inclusive businesses collaborate with governments during the COVID-19 pandemic'*, which explores how inclusive business models can play an important role in supporting governments to co-create and deliver tailored solutions to low-income population at scale.

Moreover, three BCtA companies from this cohort will act as mentors for the Inclusive Innovation Journey's telehealth challenge in Colombia.

Agritech

The Agritech CoP was launched at the BCtA Annual Forum and will continue into the new year, where five core sessions will be held for the cohort participating in this CoP running over five months.

Thus far, as part of launching the Agritech CoP, a facilitated discussion on *'Agritech for people and planet: inclusive tech-enabled solutions'* was held at the Impact Fest at the Hague.

The session was a hybrid online and in-person event, with companies sharing their experiences on implementing inclusive business models across a spectrum of agritech solutions for low-income markets to support green and inclusive recovery

03

OUTREACH AND MEMBERSHIP



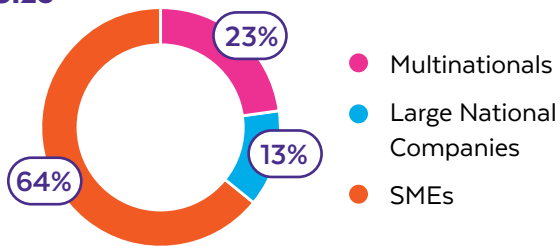
BCtA membership at a glance

287
member
companies

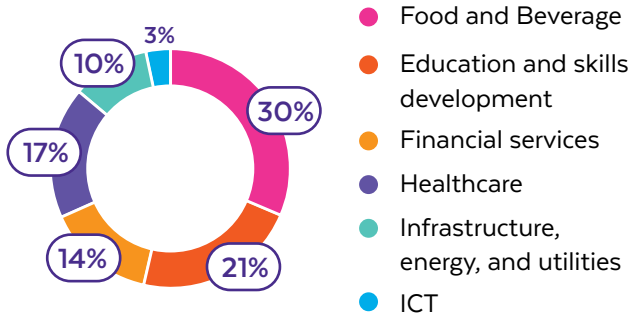


83
countries

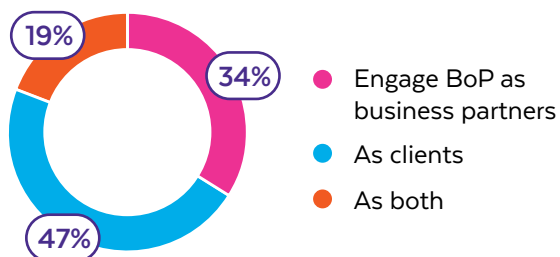
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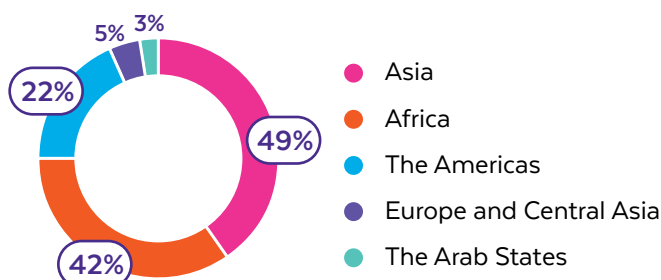
Sector



Engagement with low-income communities



Regions of operations



Impact on the SDGs:



1. NO POVERTY

40M

Low-income individuals with increased productivity/revenue generating activities

78M

Low-income individuals reached by product/service



2. END HUNGER

198K

Low-income individuals experiencing better agricultural yields

1M

Low-income individuals with improved nutrition



3. GOOD HEALTH AND WELL-BEING

58M

Low-income individuals with increased access to healthcare services



4. QUALITY EDUCATION

233K

Low-income individuals receiving training/education



6. CLEAN WATER AND SANITATION

1.4M

Low-income individuals with improved access to water

1.1M

Low-income individuals with improved access to sanitation



7. AFFORDABLE AND CLEAN ENERGY

548K

Low-income individuals with improved access to clean energy



8. DECENT WORK AND ECONOMIC GROWTH

58K

Full-time jobs created

Despite Covid-19, 2021 saw increased outreach at BCtA. On one hand, there was lower capacity on the ground of companies to establish inclusive business and go through BCtA application and risk assessment, but at the same time, there was also higher appetite of companies to be engaged in business networks.

At the beginning of the year, BCtA invited members whose original commitment timelines had come to an end in 2020, to update their commitments to tackling poverty through business and maintain active membership in the BCtA community. Based on this, 2021 saw recommitments from 13 member companies renewed and approved. A further 19 companies updated their commitments and seven

new companies joined BCtA as members, with seven more ready to be onboarded pending final approval.

Keeping in line with ensuring BCtA companies consider gender inclusion and women's empowerment as part of their initiatives, it was noted that 119 out of 295 member companies made commitments against SDG 5 (Gender Equality).

Moreover, in 2021 BCtA engaged with 819 companies of the 800-target set out for the end of the year via direct emails, contacts made through partners and through enquiries to BCtA directly by companies – showcasing the growing interest for inclusive businesses to be part of business networks.

BCtA's newest members

In 2021, seven new companies joined Business Call to Action, with an additional seven in their final stages of approval. This brings BCtA's total membership to 287 as of December 30, 2021.

Of these seven companies, in terms of regions, three are operating their initiatives in Africa, three in Asia and one in the Arab States. If we further breakdown the locations of operations, two are operating in India (Credit Mantri Finserve and Frontier Marketing Consulting), one in South Africa (Vula Mobile), one in Somalia (Kaah International Microfinance Services), one in Bangladesh (Jokiko Agro), one in Jordan (National Microfinance Bank) and one in Kenya (StepWise).

In terms of the SDG focus, six of the seven companies' main area of commitment is SDG 1 (No Poverty).

Of the new member companies when it comes to sector of operations, three are in the financial sector, and one each in health, agriculture, energy and ICT. In terms of gender inclusion and women's economic empowerment, six of the seven companies specifically identify that they are creating livelihood opportunities, products, or services for women. Moreover, two of the seven companies are either actively recruiting or providing services to persons with disabilities as well.

The seven companies are:



01

CreditMantri Finserve Private Limited

Company Sector: Financial services

Country of Headquarters: India

Main SDG focus: SDG 1

Credit Mantri is an Indian fin-tech company that offers credit improvement services to the credit challenged, provides score building services to new-to-credit and low-income credit healthy consumers, and makes credit products available to all segments of society through a myriad of lender partnerships that span the credit continuum.

When off-the-shelf credit products do not meet the needs of certain underserved segments, CreditMantri co-creates tailor-made credit products with lenders who are willing to utilize alternate data and credit decision models to make loans available to such segments. CreditMantri also provides the tools, education and the opportunities to make real and meaningful progress amongst those considered 'credit invisible'.



02

Frontier Markets Consulting Pvt Ltd

Company Sector: Consumer Goods

Country of Headquarters: India

Main SDG focus: SDG 1 and SDG 7

As a last-mile clean energy solutions distribution company, Frontier Markets envisions an environment where rural households have the infrastructure, opportunities, digital platforms, and access to the products and services they require for a safe, happy, and healthy life. FM's targeted investments in rural communities drives a shift in power, priorities, partnerships, and leads to real impact.

The company has been in operations since 2011, building a deep understanding of rural households – cultural, historical, local, economic, political understanding of their challenges, needs, latent needs, aspirations, purchase patterns, cash flow, and more. This has allowed FM to build its own understanding of customized clean energy solutions, communications, localized delivery strategy, on-going engagement with rural households, and developing a targeted approach to address rural customers' connection to electrification, lighting, cooking, and productive needs.



03

National Microfinance Bank

Company Sector: Financial Services

Country of Headquarters: Nigeria

Main SDG Focus: SDG 1, 5 and 8

NMB is a Jordanian microfinance institution authorized by the Central Bank of Jordan to provide financial services, with more than 90,000 active clients through a network of 34 branches all over Jordan.

NMB has an adaptive approach penetrated in the market through its segmentation strategies targeting unemployed or low-income individuals or groups with no other access to financial services, small and medium entrepreneurs. It also provides services to women and youth living in a rural areas and poverty pockets.

In addition to adapting technology to provide effective digital financial services to the beneficiaries. Moreover, NMB works on promoting financial inclusion through improved lending role that supports the needs of the targeted segments.



04

Kaah International Microfinance Services (KIMS)

Company Sector: Financial services

Country of Headquarters: Somalia

Main SDG Focus: SDG 1

KIMS brings financial services to underserved MSEs and trader in Somalia through distributing loans, offering financial literacy training and other additional trainings. Operational since 2013, KIMS is the Somali market leader in the provision of Sharia compliant microfinance services.

KIMS' mission is to contribute to economic and social development for Somalis by providing high-quality diversified microfinance services, offering savings, financing of small and micro-enterprises and embracing Islamic Sharia principles, while continuing to occupy a pioneering position in the financial sector. KIMS combines competitive returns to investors with cost efficient, professional supplementary services that maximize the social impact of access to finance.



05

Mafami Pty Ltd (Vula Mobile)

Company Sector: Healthcare services
Country of Headquarters: South Africa
Main SDG Focus: SDG 3

Founded in 2013, Vula Mobile is a South African health-tech company that committed to solve the problem of communication between health workers and specialists.

Vula Mobile uses its mobile technology and apps' ecosystem to solve the problem of communication between health workers and specialists.

The company has designed the Vula Mobile eReferral and Chat App, which improves services in public health care, particularly in rural areas in South Africa, by ensuring that patients connect with medical practitioners and seek advice.



06

StepWise Inc.

Company Sector: Employment, skill development
Country of Headquarters: United States of America
Main SDG Focus: SDG 1, 4 and 8

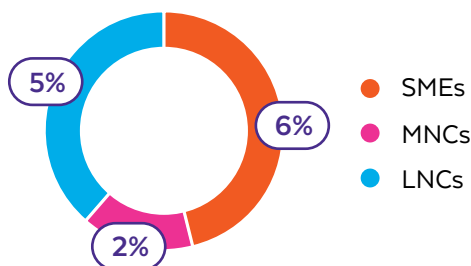
Established in 2006, StepWise is a certified B Corp whose mission is to combine the power of technology with talented but underserved individuals to deliver high-quality but socially responsible software development and business process outsourcing services. StepWise provides career opportunities for disadvantaged communities and its employees.

StepWise was formed to leverage the untapped potential of people from disadvantaged communities to be a digitally distributed workforce solution for companies of all sizes.

Recommitments by BCtA member companies

In 2021, BCtA member companies implemented inclusive business models in 86 countries. Of the 13 newly recommitted members, 9 operate in the Asia & Pacific region, 2 operate in Africa, 3 operate in Latin America and the Caribbean region, and 1 operates in Eastern Europe and Central Asia, which speaks to BCtA's continued global presence. Meanwhile, in terms of size, 6 are small and medium enterprises (SMEs), 2 are multinational companies (MNCs) and 5 are large national companies (LNCs).

Recommitment Company Size



The most prominent areas of impact across the 13 recommitments are access to healthy and affordable food, improved agricultural productivity, training and education, livelihood and employment opportunities, vocational training and skills development, women empowerment and livelihood opportunities, and SME development, demonstrating the wide range of impact from these recommitments.

In terms of SDG focus and the lens through which inclusive businesses at BCtA improve lives and promote sustainable development, these recommitments focus especially on SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), and SDG 13 (Climate Action). All companies who recommitted with BCtA in 2021 committed to working toward SDG 1 (No Poverty) as an 'entry point' for the achievement of the other SDGs.



07

Joikko Agro Ltd

Company Sector: Agriculture, food and beverage
Country of Headquarters: Bangladesh
Main SDG Focus: SDG 1, 2 and 12

Joikko provides best management practices to smallholder farmers to ensure they gain access to a fundamental range of agronomic training and services. A network of Farmer Centers provides a wide range of services including agronomic training and crop advisory, improved market access through crop aggregation and contract farming, access to quality inputs such as seeds, fertilizers, crop-protection, farm machinery on rental, agri-loans and financial services. At the heart of Joikko’s inclusive business model are the Farmer Centers that are managed by local entrepreneurs under their franchise framework. This network in the north western districts of Rangpur and Dinajpur in Bangladesh, covers growers within a 5-kilometer radius.

Cumulative SDG Focuses of Recommitted Companies



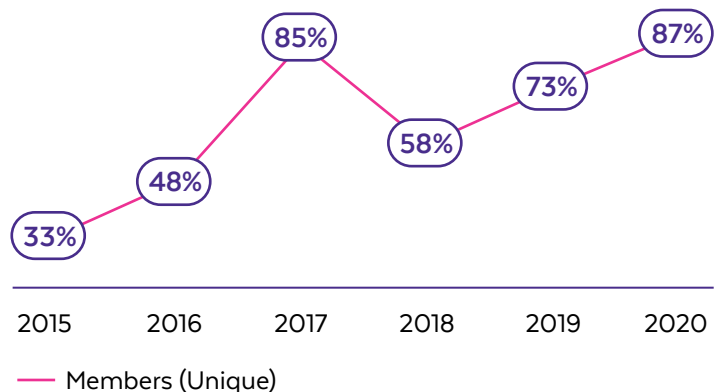
Enhancing risk assessment with AI-based solutions

BCtA secured in early 2021 a 3-month free trial of a powerful, AI-based risk assessment and monitoring tool from global regulatory risk and compliance firm Exiger called DDIQ in order to facilitate due diligence screening and updates on companies for both the BCtA team and for relevant colleagues at UNDP headquarters. The tool was met with great success and satisfaction and discussion with HQ colleagues is ongoing on further use of tech-based solutions to simplify and enhance quality risk assessment.

2020 in Review: An analysis of the 2020 Annual Progress Updates

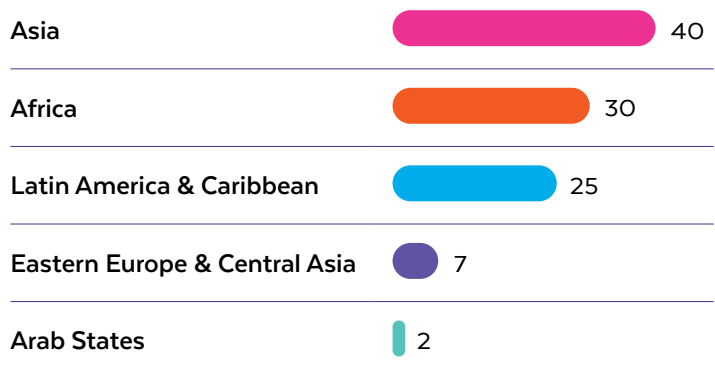
By the end of the year, 87 members had submitted their Annual Progress Updates, reaching the set target of 67% of members reporting by mid-year. When it comes to submission of Annual Progress Updates by BCtA companies, there has been a steady growth of submission throughout the period except for 2018, when the online reporting portal and new procedures were introduced. In 2020, despite the COVID-19 pandemic, the number of reports submitted registered a growth of 19.2% compared to the previous year, as seen below.

Reports by Year



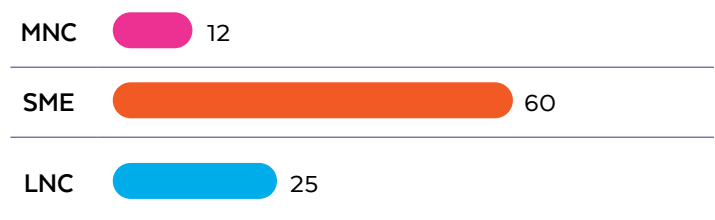
In terms of regional markets, the majority of companies who submitted their reports had their operations in Asia and the Pacific, and Africa followed by Latin America and the Caribbean.

Distribution by Regional Markets



In terms of company size, SMEs accounted for the majority of respondent companies. While Agriculture, Food and Beverage, and Health were the top two sectors of operations by the companies.

Distribution by Size



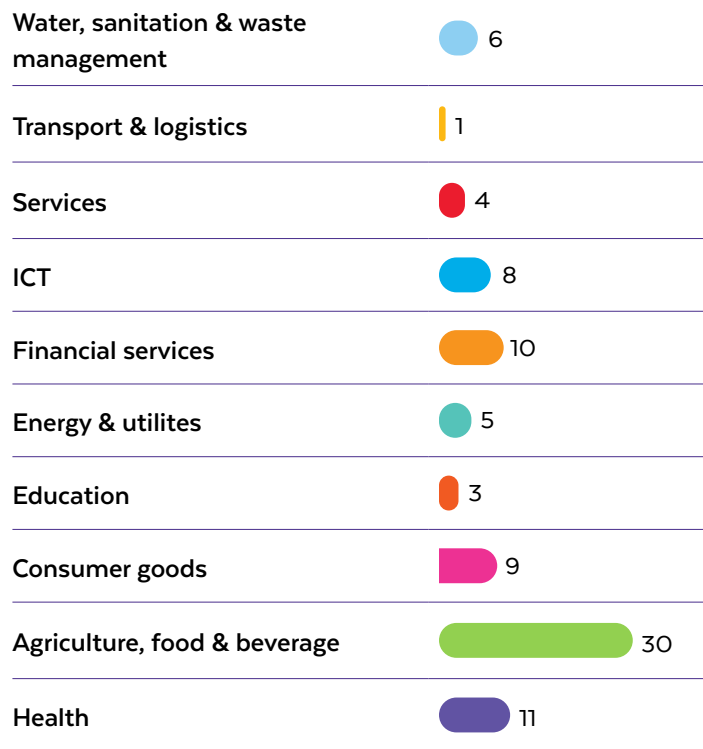
Encouragingly, despite the pandemic, 51% of the companies said they were commercially sustainable and 41% they were advancing towards commercial sustainability. Moreover, more than half of the companies stated they were on track to reach their inclusive business commitments with BCtA, with only 5% of respondents said they would be unable to reach their set goals with their current business models.

In terms of contributions to the SDGs, SDG 1 (No Poverty), followed by SDG 8 (Decent Work and Economic Growth) were the two Global Goals companies contributed to the most.

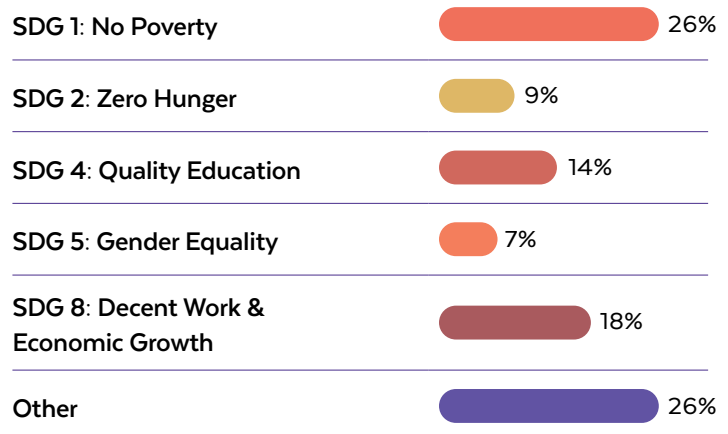
Meanwhile, as with BCtA's overall membership, the Agriculture, Food and Beverage sector remained the biggest area of job creation at 24,757, with multinational companies being the largest employers. This was followed by the health sector at 18,327 and then consumer goods at 13,854. Of the total number of jobs created by member companies, approximately 25.7% were created for women.

With the inclusion of gender-aggregated reporting for the first time, results from the reports of the 67 companies showed that 45,173 women-owned MSMEs received some sort of financing, 553 low-income women were operating in non-management positions, 400 low-income women were leading inclusive businesses, and 65 low-income women were hired in unskilled positions.

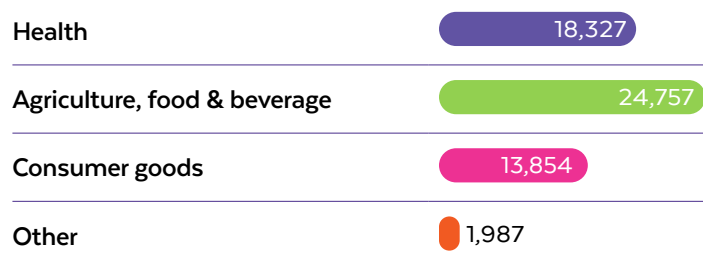
Distribution by Sector



Impact on the SDGs



Total Jobs Created by Sector





04

TUNISIA AS A FOCUS COUNTRY

Since the start of 2021, BCtA and UNDP Tunisia have built a solid foundation on working on inclusive business in Tunisia as a focus country. This has included including mapping important partners and inclusive businesses in the country, establishing local connections, and creating a field presence in the country with the UNDP Country Office in Tunisia.

In the first half of 2021, the BCtA team undertook the publication of an in-depth study on the opportunities for inclusive businesses in Tunisia entitled '*New horizons: accelerating sustainable development through inclusive businesses in Tunisia*'. This report was published in September and launched during BCtA's Annual Forum. The report allowed for the mapping of inclusive Tunisian businesses, identified, and strengthened relationships with appropriate local partners, and developed a thematic and practical

strategy for BCtA to strengthen the inclusive business ecosystem in Tunisia. This report is foundational insofar as no other similar analysis of the Tunisian ecosystem has ever been undertaken. As such, the report laid the foundation for research for the adoption of inclusive business in the country and the wider region, while also formalizing the concept of inclusive business and linking businesses socially and looking at existing commitments under a unified concept.

UNDP Tunisia also contributed to the organization and moderation of a session dedicated to Tunisia as part of the BCtA Annual Forum. The main stage session, '*Mapping of opportunities for inclusive businesses in Tunisia*' allowed for greater exposure of the report and saw the participation of three inclusive businesses from Tunisia with moderation by UNDP Tunisia.



Moreover, thanks to the mapping carried out during the New Horizon's report, BCtA succeeded in selecting and approaching six companies from different sectors to be potential member companies (ENDA Tamweel, Zitouna Tamkeen, Attijari Bank, Orange, WeCode and Délice Group). In terms of sector, three are in the finance sector and one each in agriculture, skills development, and the ICT sector. A series of meetings was organized with each company to help them finalize their membership and to conduct due diligence with each company before moving forward with the process.

Meanwhile, in preparation for a detailed course on IMM to be delivered by BCtA in early 2022, an introductory session on IMM with an SDG-lens was held in November for the six companies by the BCtA team to help in creating a better understanding of the concept.

In addition, the Inclusive Innovation Journey was piloted in Tunisia, with agritech and financial services selected as focus areas for innovation. The BCtA and UNDP Tunisia team identified the municipality of

Médenine in the south of the country along with the Institute of Arid Regions as being the most promising local partners for the IIJ. A letter of intent signed by the municipality has been received to confirm the commitment of the local authority, and the launch of a call for solutions by companies is currently underway on technological solutions that support the efficient management of water resources for farmers in Médenine. At the same time, a call for tenders for consultants was also launched for a sector diagnosis in Tunisia.

The focus of the programme is on developing local solutions, designed with adaptability and national relevance. With a large part of the program fixed regardless of the sector or region, the replication of the innovation journey in new regions and contexts, fostering iterative learning and maximizing the potential of government and the private sector is appreciated by local partners. Furthermore, the fact that it can be applicable in various sectors and regions is a good sign for the scalability of the initiative and its relevance for various stakeholders in Tunisia.



05

ADVOCACY, COLLABORATION AND STRATEGIC PARTNERSHIPS

Partnering for effective development cooperation

Building upon the partnership established with the Global Partnership for Effective Development Cooperation in 2021, BCtA collaborated with GPEDC Private Sector Engagement Working Group on two case studies featuring BCtA member companies this year. The case studies, featuring BCtA members Bive in Colombia and SAP's initiative in Uganda, looked at

how companies can engage in effective development cooperation in support of the Kampala Principles.

Since then, BCtA has deepened its relationship with the GPEDC and will aim to serve as a multiplier for the Kampala Principles and for innovative multistakeholder collaboration in development cooperation.

With the support of the German Federal Ministry for Economic Cooperation and Development (BMZ)



and the German development agency GIZ, and in cooperation with GPEDC and a Joint Support Team comprised of UNDP and the OECD, BCtA is coordinating a consultation process with private sector actors and collaborating with UNDP country offices to encourage the uptake of the Kampala Principles at the country-level.

As such, BCtA will support the uptake of the Kampala Principles in three countries, within its own global network and through its core activities. With the main output of this collaboration being the development of a guidance note on how to apply the Kampala Principles in their development cooperation partnerships. This collaboration will encourage the sharing of information on good practices for companies on how to apply the KPs in partnerships, including a series of meetings in the form of webinars with companies where discussions on lessons learned will be held.

To assist in achieving this, BCtA has secured earmarked funds from BMZ on these activities, which will begin in 2022.

Moreover, the Kampala Principles guidance note will detail the opportunities, best practices, strategies, and examples for companies to implement the Kampala Principles in business practices in the context of development cooperation partnerships. The guidance note will also inform the Kampala Principles toolkit that is currently being developed by the Private Sector Engagement (PSE) Working Group of the GPEDC, under Germany's leadership, and feed into the work on an indicator framework to monitor the implementation of the Kampala Principles.e implementation of the Kampala Principles.

Strengthening inclusive business in Asia via knowledge products

In 2021, the Asian Development Bank was consulted, as part of a 17-member working group, on the *Inclusive Business Features* report led by BCtA, IICPSD and iBAN. Building upon this collaboration, BCtA finalized an agreement with ADB to refine the Inclusive Business Features in five countries in the

Asia Pacific region: Bangladesh, India, Indonesia, the Philippines, and Vietnam. Alongside this BCtA will define a baseline for impact measurement and management for ADB.

This collaboration will see BCtA develop practical and innovative private sector relevant approaches that clarify the criteria for identifying and measuring the base of the socio-economic pyramid for inclusive business models and provide clear definitions of income and other alternative innovative decision-tree metrics.

Moreover, BCtA will work on improving the design of ADB's Inclusive Business Financing Program's (IBFP) impact assessment framework for data requests for relevant and impactful business models. The main output of this part of the collaboration will be the development of a country-specific impact measurement baseline for assessing IBs that generate net-positive impact on the base of the pyramid. The sectors covered will be agribusiness, health, education, housing, and inclusive finance sectors.

Elevating social intrapreneurship, sharing knowledge

This year, BCtA was invited to be a programme partner for Unusual Pioneers, a global platform for corporate social intrapreneurs to scale, exchange and elevate social intrapreneurship in their parent companies. The programme was initiated by Yunus Social Business in partnership with Porticus and the Schwab Foundation for Social Entrepreneurship.

The programme provides tools, insights, and guidance for scaling impact for intrapreneurs with a curriculum delivered through one-on-one sessions with sector experts.

As a sector expert, BCtA provided insights on inclusive business and IMM, where it led two mentorship sessions for intrapreneurs.

Connecting impact-driven businesses through mentorship and collaborations

In 2021, BCtA also formally launched its partnership with Yunus Social Business (YSB) when a Memorandum of Understanding (MoU) was signed between the two organizations. This collaboration will provide increased opportunities for companies in both BCtA's and YSB's portfolios to gain recognition and visibility, allow BCtA's member companies to access capital through connections made with YSB, deliver technical support and access to a network of likeminded businesses, contribute to an enhanced awareness of opportunities for (and approaches to) incorporating low-income communities into core business activities, and build a strengthened ecosystem for socially focused businesses to launch and scale-up.

As part of this collaboration, BCtA is in discussion for Yunus Social Business to be a programme partner for the Inclusive Innovation Journey in Colombia, where it will contribute to the IJJ's learning modules via a one-on-one session for the selected companies.

Moreover in 2021, BCtA once again engaged in a partnership with UNDP initiative Growth Stage Impact Ventures for SDGs (GSIV), to promote cross-referrals of companies and shared communication and advocacy around social impact businesses with catalytic potential to drive impact in low-income markets. Over the last years, BCtA has both sourced potential new member companies from the pool of GSIV finalists and nominated companies for the GSIV programme.



COMMUNICATIONS AND KNOWLEDGE PRODUCTS

In 2021, BCtA made several changes to its external communications activities by developing and launching a new website, updating its branding, utilizing social media platforms for greater visibility, and running a marketing campaign on LinkedIn to build awareness and promote the BCtA Annual Forum. As part of greater awareness-building

activities BCtA also launched the monthly newsletter 'Biz4Good' on inclusive business news, updates, and highlights from BCtA.

In terms of knowledge products, BCtA published three reports, 10 impact case studies, developed five video tutorials and launched one promotional event video.

Launching a new website and rebranding BCtA

In May of this year, BCtA launched a new user-friendly website in line with BCtA's updated brand. This website was designed with user functionality in mind and has easy navigation and content organization to increase audience retention and use of BCtA-developed tools. An easy-to-use filter function allows for a quick search of member companies based on SDGs, area of inclusive business and regions of operations.

A clear and simplified landing page alongside a thorough about page allows new visitors to the website understand what BCtA does, along with the ability to dive into areas of interest such as news, tools, services, case studies and more.

A third-party translator tool was embedded into the website to cater to various audiences and increase access to information on BCtA and inclusive business. The Google Translate tool is a machine translate tool that auto translates web page content into 100+ languages. An Arabic language page on the IMM trainings was also published on the website. The Impact Lab is now also available in five languages, English, French, Spanish, Arabic and Turkish, to increase the use of the tool globally.

Meanwhile on the backend BCtA also switched its platform from a custom-built Drupal website onto a website building platform. This eliminates the needs to constantly go through a developer to make changes or small updates on the website and allows for BCtA team members to easily manage and update pages on their own – leading to cost and time-saving. A website training manual with video tutorials was also developed on how to update and manage the website. This documentation will also allow for future BCtA team members to be able to update the website with ease.

The launch of the website also saw BCtA developed new branding guidelines. While the logo remains the same, BCtA's brand has been updated for a more modern feel, with a more subdued colour palette and cleaner, easy to read font. Moreover, as part of this brand update, new social media and report templates were also developed, which have been in use since May of 2021. The use of templates has created brand uniformity across BCtA channels,

from social media to reports to newsletters, creating a sense of consistency across all BCtA products and makes BCtA recognizable across all touch points.

Communications reach

In 2021, BCtA included social media as one of the main tools for its outreach and set a target of 360 pieces of media content to be developed, alongside social media. By the end of the year, this target has been surpassed at almost 400 posts, articles, member profiles, reports, case studies and multimedia content created.

LinkedIn and Twitter remained the most active methods of engagement for BCtA with the most engagement and mentions received throughout the year.

As with every year, due to BCtA's Annual Forum on the sidelines of the UNGA, September was a busy month for BCtA with posts on LinkedIn getting more than 250 reactions by audiences and close to 800 clicks. While 44 posts saw 43,000 impression and 3,400 direct views on BCtA's profile on Twitter in the same month – a much higher engagement rate as compared to 2020.

Other than mentions on social media, BCtA was also featured in several news articles by partner organizations, member companies, in conventional media or within UNDP channels – highlighting the relevancy of BCtA's work globally and the interest in conversations around tools and support for the private sector to help in reaching the SDGs.

BCtA and the Impact Lab were identified in a World Economic Forum titled '*What is coopepetition and how can international organizations help?*' which highlighted the need for business strategy for reaching the Sustainable Development Goals.

Partner organizations also highlighted BCtA and its various programmes or services. The Inclusive Business Action Network (iBAN) held an interview with BCtA head Luciana Aguiar, which was published in their bimonthly newsletter CLUED-IN and partnership with BCtA was mentioned in a blog by Yunus Social Business.

Several companies highlighted their BCtA membership through their own websites, newsletters and in traditional news articles. BCtA was mentioned

on SAP’s main webpage on the company’s work on partnerships to achieve the global goals, while Japanese member company Asahi Kasei circulated a press release on their membership with BCtA and on social impact through business, which featured in local media.

Meanwhile, the BCtA Annual Forum allowed for increased visibility for BCtA and was featured in news media and by partners on their website. The session ‘Development in Harmony: Aligning private sector impact with public sector goals was featured in the

Bangladeshi English newspaper Dhaka Tribune. While the Global Partnership for Effective Development Cooperation published a blog on the session on the Kampala Principles. Moreover, the forum saw engagement by senior UNDP leadership on social media with UNDP Administrator Achim Steiner tweeting about it, alongside ASGs Haoliang Xu and Ulrika Modeer. The event was also shared by CSO L’Occitane Adrien Geiger and VP Microsoft Justin Spelhaug, who were both keynote speakers at the event.

Communications at a glance



410
pieces of content published



117
LinkedIn



Total Impressions
37K

123
Tweets



Total Impressions
226.4K

35
Facebook



28
Instagram



107
pieces of content created



11
articles



3
media releases



18
videos



5
newsletters



3
reports



3
case studies



2
midyear/
annual reports



20
Member company
profiles



40
mentions of BCtA by external news and
partner organizations

Thought leadership on inclusive business

Inclusive Business Features

The *Inclusive Business Features* were published in 2021 and launched at the BCtA Annual Forum to help further the role and space for inclusive business. Leading business stakeholders came together to define the key features of inclusive businesses and the working group was led by BCtA alongside IBAN and IICPSD and 14 other leading organizations comprising of development banks, companies, investors, and academia.

The Features are guidelines to help identify inclusive businesses effectively and with consistency and have been written with companies, investors, and policymakers in mind.

This is the first time such a large working group has come together to build upon the G20-endorsed definition and framework of IB. This consensus on defining the features of inclusive business is much needed today as the impact of COVID-19 and climate change warrants the need for more sustainable business models. Moreover, companies and investors are increasingly incorporating inclusive practices to pursue growth opportunities while boosting development impact and a featured set of guidelines can help do that.

Inclusive Business Features Working Group

Asian Development Bank (ADB); Bamboo Capital; CEMEX; European Commission – DG International Partnerships; EY; GAP Inc.; Global Cad; Grow Asia; Luminus Education; Organisation for Economic Co-operation and Development (OECD); Medtronic; Ross School of Business–University of Michigan; Zambia Development Agency; Business Call to Action (BCtA); UNDP Istanbul International Center for Private Sector in Development (IICPSD); International Finance Corporation (IFC); Inclusive Business Action Network (iBAN)

Report on telehealth inclusive businesses and their collaboration with governments

In 2021, BCtA published a report on how inclusive businesses were able to collaborate with governments as COVID-19 started co-authored with Endeava. The report, *Two Hands to Heal: How health inclusive businesses collaborate with governments during the COVID-19 pandemic*, looked at how COVID-19 created new avenues for business in the telehealth sector and accelerated collaboration between government actors and businesses. The report was a result of the health-tech Communities of Practice that was launched by BCtA earlier and featured many inputs from BCtA members, many of whom participated in the health-tech CoP.

The report explores how inclusive business models can play an important role in supporting governments to co-create and deliver tailored solutions to low-income population at scale. It offers case studies and lessons learned from inclusive businesses and companies who have engaged in such collaboration with governments. It provides actionable recommendations for governments and donors, and how to better leverage opportunities to meet the needs of low-income citizens through private sector solutions and in transparent, fair and effective ways.

Mapping inclusive business in Tunisia

A mapping activity of the landscape for inclusive business was launched in Tunisia, and a resulting report published thereafter. *New horizons: accelerating sustainable development through inclusive businesses in Tunisia* was launched during BCtA's Annual Forum. The report laid the foundation for research for the adoption of inclusive business in the country and the wider region, while also formalizing the concept of inclusive business in Tunisia.



07

2021 RESULTS

In 2021, all targets set out by BCtA were achieved and in many cases surpassed. At the same time, as with many organizations, BCtA was not exempted from the impacts of COVID and had to review the pace with which it was able to find, process and onboard new member companies as well as engage companies to recommit. With a target set to reaching 20 new members, BCtA welcomed seven members this year, with seven more in the pipeline awaiting final due diligence clearances or approvals, reaching 96% of its membership target by year end. Of the total number of 287 companies, 99 are active

members. In terms of recommitment, BCtA saw 13 companies recommit from the 78 members whose membership expired at the end of December 2020.

This was also the year whereby several targets and goals were updated to reflect BCtA's newer activities. For example, the introduction of the Innovation Journey has seen new additions to the outcome and outputs of BCtA's activities with the added targets of individuals reached via the innovation programme, formal innovation systems oriented towards the poor and number of private sector actors engaged in finding solutions to address the needs of the poor.

Moreover, certain results have exceeded expectations, in many ways due to COVID-19 and the accelerated ways by which BCtA has been able to engage digitally. For example, the number of participants reached through advocacy and convenings has more than tripled in the last year and a half due to increased virtual sessions, which in the past would have been restricted to geographical locations, space constrictions and other logistical hassles.

The same can be said for trainings, particularly for BCtA’s reach for impact measurement and management which has far surpassed the target set. This is partly due to the large-scale virtual delivery style of training, an increase in demand for IMM and with BCtA’s streamlined approach to delivering training. In particular, the train-the-trainer method of BCtA’s IMM service delivery via larger organizations who are in turn able to train their own employees and clients has enabled the rapid increase in the reach of IMM training to individuals and companies this year. Much of these numbers have come from the AGFUND-supported IMM programme in Sudan and Jordan, where the train-the-trainer approach with MSMEs has led to 1,463 clients and employees of MFIs trained.

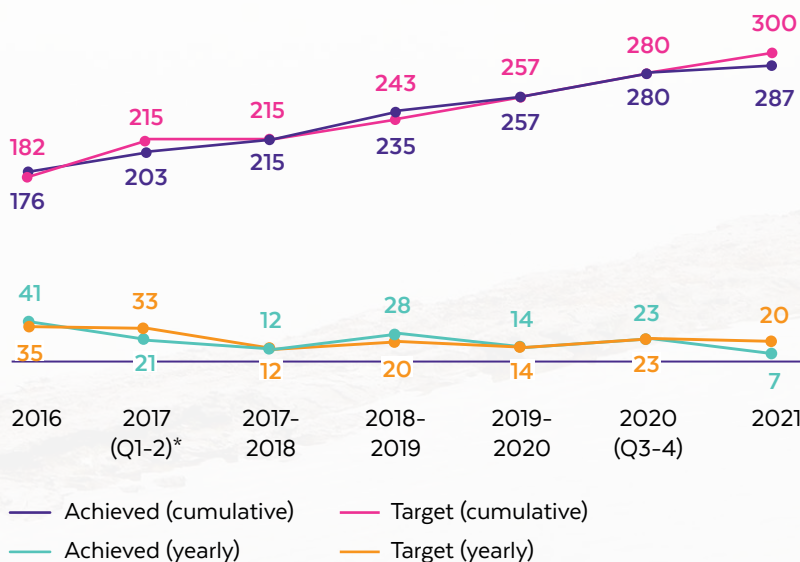
BCtA’s ramping up of its service offers within UNDP has also led to increased country-level engagement, with the Inclusive Innovation Journey, IMM service offer and the SDG Corporate Tracker all seeing engagement on various levels by country offices around the globe.

A revision of how media contributions were calculated in 2021, alongside the addition of media reach as a new indicator, allowed for social media engagement as part of BCtA’s communications targets for the first time, an important channel for visibility and engagement for BCtA.

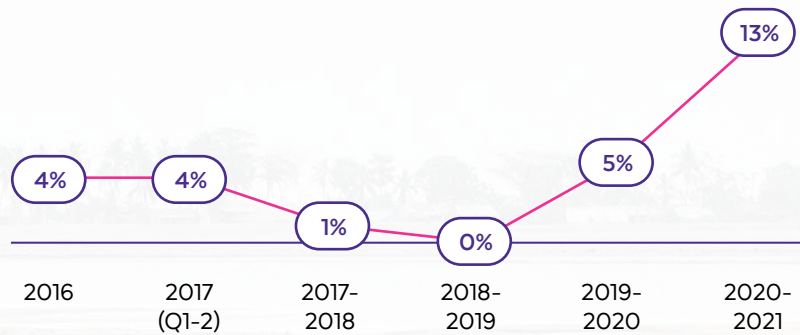
All results can be seen in the charts below, followed by a detailed log frame.

Membership

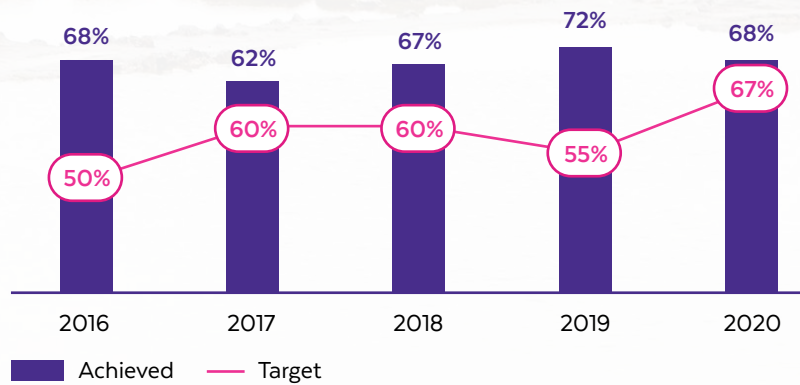
Number of BCtA companies



Number of BCtA companies that recommitted

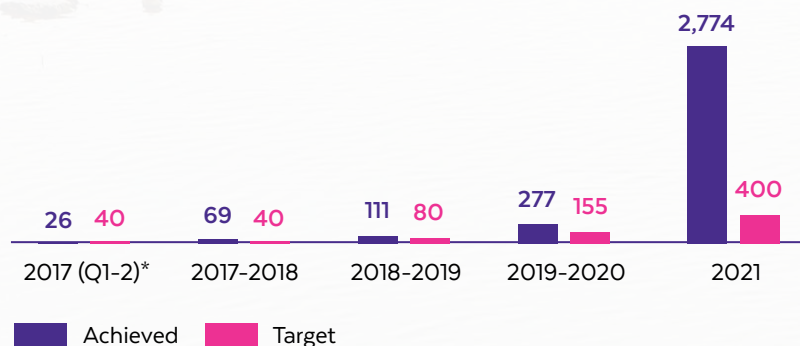


Percentage of companies that submitted Annual Progress Updates



Impact measurement and management

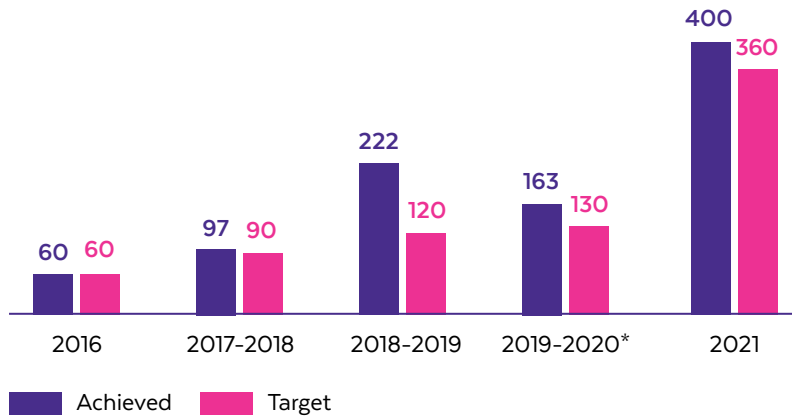
Companies, entrepreneurs and employees receiving IMM training*



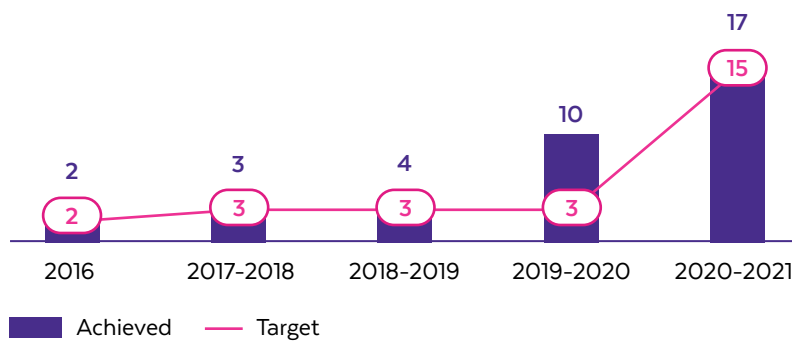
*2021 data includes IMM trainings impacted via the AGFUND partnership, which covers the employees and clients (both MSMEs and entrepreneurs) that were trained on IMM via a train-the-trainer model. A further breakdown of this number is provided in the logframe under Outcome B under the title 'Number of private sector actors with increased ability to integrate an understanding of measuring and managing impact on the SDGs into their strategy and operations'

Communications and events

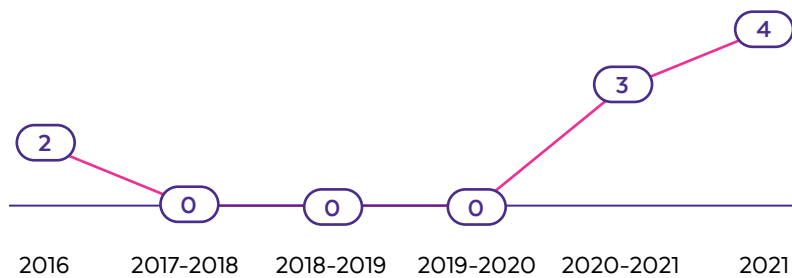
Media contributions



Number of global events participated in



Thought leadership publications





APPENDIX A: LOGFRAME

Outcomes

OUTCOME INDICATORS	BASELINE (31 Dec 2020)	TARGET (for 31 Dec 2021)	RESULT (as of 31 Dec 2021)	TARGET (for 31 Dec 2022)	NOTES Last update: 30 Dec 2021
Impact: IBs make a significant contribution to achieving the SDGs					
Beneficiaries covered by the inclusive innovation process (e.g., through piloting the Inclusive Innovation process) (direct impact)	To be tracked going forward	60,000	-	60,000	To be based on the selected solutions that will graduate from the Inclusive Innovation Journey and their reach via their adapted b2G models
Total monetary investment by BCtA members into BCtA IB initiatives (indirect impact; non-cumulative)	USD 275,142,812 (2019)	N/A (indirect impact)	USD 1,474,596,976.20	N/A (indirect impact)	<ul style="list-style-type: none"> Based on Annual Progress Report 2020 Yearly reporting period opened on 29 April and ended on 30 June 2021.
Number of BoP individuals reached by membership (indirect impact)	<p>Improved access to goods and services: 125,612,461</p> <p>Full-time jobs created: 43,165</p> <p>People with increased productivity/ revenue-generating activities as a result of the initiative: 32,819,113</p> <p>Tracked impact on women: 7,497,208</p> <p>Total (2019): 233,909,164</p>	N/A (indirect impact)	<p>Improved access to goods and services: 78,128,456</p> <p>Full-time jobs created: 58,925</p> <p>People with increased productivity/ revenue generating activities as a result of the initiative: 53,725,518</p> <p>Increased access to healthcare services 58.178.944 low-income individuals</p> <p>Tracked impact on Women:</p> <ul style="list-style-type: none"> 45,173 women owned MSMEs receiving financing; 400 low-income women leading inclusive businesses; 553 low-income women in non-management positions; 65 low-income women in unskilled positions 	N/A (indirect impact)	<p>BoP reach is extracted from the Annual Progress Report 2020.</p> <p>Assessment based on:</p> <ol style="list-style-type: none"> Net number of people with improved access to goods and services Net number of full-time jobs created Net number of people with increased productivity/ revenue-generating activities as a result of the initiative

OUTCOME INDICATORS	BASELINE (31 Dec 2020)	TARGET (for 31 Dec 2021)	RESULT (as of 31 Dec 2021)	TARGET (for 31 Dec 2022)	NOTES Last update: 30 Dec 2021
Outcome A: IB is recognized as an effective approach to achieving the SDGs					
Number of formal innovation systems oriented towards the poor (e.g., through piloting the Inclusive Innovation Journey)	To be tracked going forward	2	2	2	Inclusive Innovation Journey launched in Tunisia and Colombia in December 2021
Number of public and private sector actors engaged in finding solutions to address the needs of the poor through IB	To be tracked going forward	10	10	15	<p>Number of actors engaged in public-private dialogue about IB solutions that can support governments (e.g., number of people participating in the “Planning” and “Solving Problems” stages of the Inclusive Innovation Journey).</p> <p>For the purpose of this indicator UNDP Country Office and the UNDP Accelerator Lab are not considered a partner.</p> <p>Colombia:</p> <p>Implementing partners</p> <ul style="list-style-type: none"> • iNNPulsa Colomba-MiLAB • Chamber of Commerce of Bogota <p>Programme Partners</p> <ul style="list-style-type: none"> • Latimpacto • Oracle for startups • Haptica • Mentors • Bive • Sevamob • ClickMedix <p>Tunisia:</p> <p>Implementing Partners</p> <ul style="list-style-type: none"> • Institute of Arid Regions • Governate of Medenine

OUTCOME INDICATORS	BASELINE (31 Dec 2020)	TARGET (for 31 Dec 2021)	RESULT (as of 31 Dec 2021)	TARGET (for 31 Dec 2022)	NOTES Last update: 30 Dec 2021
Outcome B: The credibility of IBs' results and integrity is improved					
Number of private sector actors with increased ability to integrate an understanding of measuring and managing impact on the SDGs into their strategy and operations	357	400	2,774	1,200	<p><i>Indicator refined from 2020 logframe</i></p> <p>IMM training figures in 2021:</p> <ul style="list-style-type: none"> • 635 online Impact Lab users • 1,843 employees and clients of microfinance initiatives trained in Sudan and Jordan (1,061 entrepreneurs, 402 MSMEs and 380 employees) • 78 entrepreneurs from women-led companies in India trained • 72 UNDP staff trained on IMM on a train-the-trainer basis • 71 entrepreneurs mentored • 75 companies engaged in trainings and workshops
Outcome C: IBs increase their effectiveness and scale					
Number of services made available in the Inclusive Innovation Process (e.g., through piloting the Inclusive Innovation Journey)	To be tracked going forward	N/A	2	2	<p>The services are in the sector of focus selected as part of the Inclusive Innovation Journey.</p> <p>As of December 30, 2021: The areas of service are telehealth in Colombia and agritech in Tunisia.</p>
Number of models replicated in the inclusive innovation-replication process (e.g., through piloting the Inclusive Innovation process)	To be tracked going forward	N/A	-	4	<p>The number of models replicated will be dependant on the number of business solutions selected by the Innovation Journey processes in Colombia and Tunisia – and further narrowed down as the companies go through the 8-week programme.</p> <p>As of December 31, 2021: A call for applications in both service areas (telehealth and agritech) will close on January 21, 2022.</p>
Number of member commitments that report growth	95%	-	89.65%	-	Number extracted from Annual Progress Update 2020 based on the answer to the question 'Percentage of companies reporting "flourishing," "on track" or "progressing slowly"'

Outputs

OUTPUT INDICATORS	BASELINE (31 Dec 2020)	TARGET (for 31 Dec 2021)	RESULT (as of 31 Dec 2021)	TARGET (for 31 Dec 2022)	NOTES Last update: 30 Sept 2021
Output 1: Increased number of high performing commitments					
1.1. Total number of companies engaged in BCtA's member pipeline	759	800	819	820	BCtA Secretariat keeps track of the number on an ongoing basis and reviews the progress quarterly. Companies who reached out to BCtA through online eligibility form and website e-mail requests are included.
1.2. Number of BCtA companies (cumulative; disaggregated by gender sensitivity)	280	300	287	300	BCtA Secretariat keeps track of membership on an ongoing basis, and reports semi-annually. 119 of 295 made commitments against SDG 5.
1.3. Current number of active commitments (not cumulative; disaggregated by gender sensitivity)	84	90	99	95	BCtA Secretariat keeps track of member commitments on an ongoing basis and reports semi-annually; 78 active commitments expired at the end of 2020. 2 recommitments made in the first quarter of 2021 (both have an SDG 5 focus), 8 recommitments made in May (6 have an SDG 5 focus), 3 additional recommitments made in June (all have SDG 5 focus), 47 of 99 active commitments (46.4%) have an SDG 5 focus.
1.4. Number of participants reached through advocacy or convenings (cumulative for the Phase; disaggregated by gender-sensitive content)	2,790	3,400	4,034	4,200	BCtA Secretariat keeps track of advocacy efforts on an ongoing basis and reports semi-annually. 2021 advocacy and convenings composed of: The 8th Business Leaders Caucus, The IB Operational Guidelines Working Group, the WEF Non-Financial Support Working Group (including the sub-group on Unusual Pioneers), a UNDP X EDBI Sustainability Presentation, an imece event, a presentation to UNDP CO Philippines, a SF Geneva event, a working group on Global Partnerships for Effective Development Cooperation, the BCtA Annual Forum, the ImpactFest and EVPA

OUTPUT INDICATORS	BASELINE (31 Dec 2020)	TARGET (for 31 Dec 2021)	RESULT (as of 31 Dec 2021)	TARGET (for 31 Dec 2022)	NOTES Last update: 30 Sept 2021
1.5. Relevant role at critical global/ regional events for BCtA or BCtA members (cumulative for the Phase; disaggregated by gender-sensitive content)	10	15	17	20	<p>BCtA Secretariat keeps track of advocacy efforts on an ongoing basis, and reports semi-annually.</p> <p>Events included: HLPF 2021 Official Side-Event 'The key role of innovative partnerships and transparency for the SDGs' hosted by Enel, Business Call to Action & GRI; The World Humanitarian Forum; ISIP Summit; GRI Business Leadership Forum; UNDP Philippines - Webinar 5 Activity Design; UNDP's Arab States Regional Youth Leadership Programme (#YLP7); EVPA summit in Portugal.</p>
Output 2: Increased capacity for impact					
2.1. Number of BCtA tool users	To be tracked going forward	300	1060	900	<p>BCtA Secretariat reports the updates at least annually; includes Impact Lab, IB Management Practices, and IB Maturity Tool.</p> <ul style="list-style-type: none"> • Impact Lab: 635 • IB Management Practices: 228 • IB Maturity Tool: 197
2.2. Number of active member communities of practice (cumulative for the Phase; disaggregated by gender)	2	3	3	5	<p>BCtA Secretariat reports the updates at least annually.</p> <ul style="list-style-type: none"> • Women-led companies CoP (gender focused) • Health-tech CoP • Agri-tech CoP
2.3. Percentage of required member companies who share their annual progress report (not cumulative)	Target: Over 67 percent Achieved: 72 percent	Over 67 percent	Target: Over 67 percent Achieved: 68 percent	Over 67 percent	<p>BCtA Secretariat collects the progress report annually; based on active commitments. Targets defined according to previous December 2020 target.</p> <p>Yearly reporting period opened on 08 April 2021. As of June 30th, 68% out of the companies have reported their results.</p>
2.4. Collaboration with partner organizations (cumulative for the Phase)	5	5	11	6	<p>While BCtA collaborated extensively with other UNDP initiatives, for the purpose of this indicator only external collaborations with partners are counted, as indicated below:</p> <ul style="list-style-type: none"> • In 2020: Imece, Agfund, IFC, Oxfam and WEF • In 2021: BMZ, ADB, SF Geneva, Yunus Social Business, Exiger and EVPA <p>Note: As part of the Inclusive Innovation Journey, public and private actor partners are being counted separately under Output 4.4.</p>

OUTPUT INDICATORS	BASELINE (31 Dec 2020)	TARGET (for 31 Dec 2021)	RESULT (as of 31 Dec 2021)	TARGET (for 31 Dec 2022)	NOTES Last update: 30 Sept 2021
2.5. Number of country-level activities where IMM is scaling on a cost-recovery basis, aligned with SDG Impact enterprise standards (cumulative for the Phase)	To be tracked going forward	3	7	8	Partnerships with UNDP Country Offices on IMM include: <ul style="list-style-type: none"> • 2020: Colombia, Tunisia, Philippines • 2021: Thailand, Malaysia, Chile, Turkey (via imece) Note: BCtA held two trainings in the Philippines (in 2020 and 2021), however for this indicator it will be counted as one-country-level engagement on IMM.
2.6. Number of participants trained on BCtA's tools (cumulative for the Phase)	To be tracked going forward	180	210	230	BCtA Secretariat reports the updates at least annually; includes training for trainers and users. Disaggregated by trainers trained and other participants. <ul style="list-style-type: none"> • 82 trainers trained • 128 other participants (57 of which are member companies)
Output 3: Documented evidence and analysis on how IB can be leveraged for the SDGs					
3.1. Thought-leadership contributions produced (cumulative for the Phase)	3	4	6	12	BCtA Secretariat keeps track of the publications published and reviews the progress quarterly; includes methodologies, sector intelligence briefs developed to determine replication and adaptation challenges for inclusive innovation processes, reports and working papers commissioned research or tools. <ul style="list-style-type: none"> • 2019-2020: What does it take to go big? Management practices to bring inclusive business to scale, WEF report COVID-19 Action Agenda Leaders on the Front Line and a report written for inclusive businesses on how to cope with COVID-19. • 2020-2021: Inclusive Business Features, Two Hands to Heal and Noveoux Horizons
3.2. Number of BCtA media contributions on IB (Cumulative for the phase)	485	360	410 (For 2021 only)	540	BCtA Secretariat keeps track of media contributions and reports progress semi-annually; includes media material developed by BCtA or about BCtA. <p>The reporting number for December 2021 are for the year only as indicated in the report. Moving forward they will be cumulative for the phase.</p>
3.3. Reach of media contributions on different channels (cumulative for the Phase)	To be tracked going forward	8,000	24,707 (2021)	35,000 (Cumulative 2021-2022)	BCtA Secretariat keeps track of media contributions and reports progress semi-annually; includes impressions in different channels. Based on the production of content and replication of BCtA mentions calculated through retweets, shares, web analytics, impressions, and engagement. <p>The reporting number for December 2021 are for the year only due to a change in how figures are calculated in 2021 as indicated in the report.</p>

OUTPUT INDICATORS	BASELINE (31 Dec 2020)	TARGET (for 31 Dec 2021)	RESULT (as of 31 Dec 2021)	TARGET (for 31 Dec 2022)	NOTES Last update: 30 Sept 2021
Output 4: Country-level mobilization of commitments towards SDG contributions					
4.1. Number of country-level engagements (e.g. piloting the Inclusive Innovation Process) (cumulative for the Phase)	2	2	2	4	Inclusive Innovation Journey launched in Tunisia and Colombia
4.2. Number of local private sector actors engaged in the inclusive innovation processes (e.g. through piloting the Inclusive Innovation Process) (cumulative for the Phase)	To be tracked going forward	4	13	4	Companies selected to participate in the IIJ Programme based on their business solutions. Note: The call for app was launched in Dec, but companies selected by end Jan 2022,
4.3. Number of SDG and IB public-private dialogues facilitated	To be tracked going forward	4	4	4	<p>As part of the Annual Forum, BCtA held three sessions that facilitated dialogues between the public and private sectors:</p> <ul style="list-style-type: none"> • Inclusive Business for People and Plant, which saw representation by Heng Sokkung, the State Secretary of Cambodia and other private and development sector actors. • Reclaiming Innovation: Government-led innovation through private sector partnerships with speakers Francisco Noguera, the CEO of iNNPulsa Colombia, the entrepreneurship and innovation agency of the national government and Jorge Arbache, Vice President for Private Sector Development from the Bank of Latin America • Development in Harmony: Aligning Private Sector Impact with Public Sector Goals through SDG reporting which saw the participation of Minister Zuena Aziz, the Chief Coordinator for SDG Affairs from the Prime Minister's Office Bangladesh <p>Moreover, BCtA finalized its partnership with BMZ on a series of community of practices and webinars that bring together public and private sector entities for in-depth discussions on the implementation of the Kampala Principles. The first session of the community of practice was held in December while three country-level discussion in Indonesia, Tunisia and Colombia are planned for February 2022 alongside three more COP sessions.</p>
4.4. Number of public sector agents and policymakers trained on and/or engaged (e.g. through piloting the Inclusive Innovation Process, etc.) (cumulative for the Phase)	To be tracked going forward	20	-	20	<p>BCtA Secretariat reports the updates at least annually; based on participant tracking (e.g., number of public sector actors by department, function, gender) and participant surveys to gauge increased capacity</p> <p>This indicator includes all public sector actors that will be engaged in the Inclusive Innovation Journey programme that will run from December</p>



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