



BCtA 2020

Annual Report





◀ Courtesy of Mountain Hazelnuts

About BCtA

Launched at the United Nations in 2008, Business Call to Action (BCtA) aims to accelerate progress towards the Sustainable Development Goals (SDGs) by challenging companies to develop inclusive business (IB) models that engage people at the base of the economic pyramid (BoP) – people with less than US\$ 10 per day in purchasing power in 2015 US dollars – as consumers, producers, suppliers, distributors of goods and services, and employees.¹

BCtA is a unique multilateral alliance among donor governments and agencies, including the Arab Gulf Fund (AGFund), the Dutch Ministry of Foreign Affairs (Minbuza), the Swedish International Development Cooperation Agency (Sida) and the Swiss Agency

for Development and Cooperation (SDC), with the United Nations Development Programme hosting the secretariat and implementing the programme.

To date, 280 companies across 82 countries have responded to BCtA by committing to improve the lives and livelihoods of millions of people in developing communities, providing access to markets, financial services, affordable healthcare and quality education, alongside other critical services. BCtA member companies are market-leaders that provide notable examples of successful, profitable and scalable models for reaching poor communities and contributing to global development.

¹ See Appendix A for a justification of the use of this threshold to define the BoP.

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▼ *Courtesy of BigChefs*



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Acronyms

ACM	Colombian Mining Association
AGFund	Arab Gulf Fund
AI	Artificial Intelligence
Andesco	Colombian National Association of Public Service
BADEA	Arab Bank for Economic Development in Africa
BCPR	(UNDP) Bureau for Crisis Prevention and Recovery
BCtA	Business Call to Action
BIMS	BCtA Impact Management Services
BLC	Business Leaders Caucus
BoP	Base of the (Economic) Pyramid
CBi	(UNDP) Connecting Business Initiative
CCC	Chamber of Commerce in Cartagena
CECODES	Colombian Business Council for Sustainable Development
CoP	Community of Practice
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DSC	(BCtA's) Donor Steering Committee
ESG	Environmental, Social and Governance
Fasecolda	Colombian Federation of Insurance
FSH	(UNDP) Finance Sector Hub
GPEDC	Global Partnership for Effective Development Cooperation
GRI	Global Reporting Initiative
IB	Inclusive Business
ICT	Information Communication Technology
IFC	International Finance Corporation
IICPSD	(UNDP) Istanbul International Center for Private Sector in Development
IMM	Impact Measurement and Management
IMP	Impact Management Project

IoT	Internet of Things
ISIP	Innovation for Social Impact Partnership
ITIIP	Inclusive Trade through Innovation and Investment Platform
LNC	Large National Company
MENA	Middle East and North Africa
Minbuza	Dutch Ministry of Foreign Affairs
MNC	Multinational Corporation
MoU	Memorandum of Understanding
MSME	Micro-, Small- or Medium-Sized Enterprise
MVTE	Tunisian Ministry of Vocational Training and Employment
NGO	Non-Governmental Organization
NPD	(Colombian) National Planning Department
OECD	Organization for Economic Cooperation and Development
PwC	PricewaterhouseCoopers
RAT	Risk Assessment Tool
RBAP	(UNDP) Regional Bureau for Asia and the Pacific
RBEC	(UNDP) Regional Bureau for Europe and the Commonwealth of Independent States
SDC	Swiss Agency for Cooperation and Development
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation Agency
SME	Small-or Medium-Sized Enterprise
UGFS	United Gulf Financial Services
UNDP	United Nations Development Programme
UNGA	United Nations General Assembly
UNGC	United Nations Global Compact
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
YSB	Yunus Social Business



HIGHLIGHTS

Growing the Membership Base

- In 2020, BCtA reached a total of 280 member companies and 294 commitments, adding 31 new member companies and welcoming 5 recommitments, including from Colombian agricultural producer Corpocampo, Bangladeshi manufacturer Direct Fresh, global fashion brand H&M, Turkish MNC Pinar Dairy and Indian telehealth provider Sevamob
- New companies committed to delivering a mixture of rolled-out and scaled-up inclusive practices in the fields of agriculture, food and beverages, consumer goods, education, financial services, health, ICT, key services, and water and sanitation

Scaling BCtA's Tools and Methodologies through Strategic Partnerships

- AGFund became a new donor to BCtA under a project that will benefit 2,000 SMEs through the provision of training on aligning business models with the SDGs and impact management under a 'train-the-trainers' model; The project will serve as a key steppingstone to building BCtA's presence in the Arab States, starting in Jordan, Saudi Arabia and Sudan
- BCtA established and successfully implemented a new revenue model in which services are delivered through fee-for-service and development services agreements with private sector actors, CSOs, and UNDP country offices and regional bureaux

Providing Quality Services to the Inclusive Business Ecosystem (with a Focus on COVID-19 Response)

- Much of BCtA's knowledge-sharing material adopted a COVID-19 lens, identifying and sharing best practices for enterprises aiming to guarantee business continuity throughout the crisis and protect their commitments to BoP populations in their time of greatest need, including testimonies from member companies and presentations from leading NGOs, international organizations and businesses
- BCtA published a *guidance document* recommending effective COVID-19 responses, conducted a survey to understand the impacts of COVID-19 experienced by companies, organized a Community of Practice (CoP) with telehealth companies to facilitate peer-to-peer learnings and supported the development of the *SME Action Platform*
- BCtA launched the *SDG Corporate Tracker* in Colombia, which measures the contribution of the private sector in the realization of the SDGs and has facilitated the identification of best practices and advanced public policy discussions on the role of business in development
- BCtA launched *Impact Lab 2.0* with updates integrating SDG targets at the company level, incorporating additional guidelines released by the Impact Management Project (IMP), and providing more examples and resources to support data collection and the monitoring of outputs and outcomes
- BCtA has continued to provide both in-person and online training programmes to member companies (including 12 webinars and 10 IMM training sessions), with many of these delivered in collaboration with partner organizations, including new partners Oxfam and IFC

Advocating for Member Companies and Inclusive Business

- Sixty-seven pieces of BCtA-produced content (articles, case studies and thought-leadership pieces on inclusive business) were disseminated via media distribution partners and social media in order to advocate for IBs and share impact
- BCtA has provided 40 opportunities for member companies to share their experiences of implementing IB models, and BCtA member companies have been featured in BCtA-produced written communications on 33 occasions, highlighting their success in delivering valuable goods, services and income-generating opportunities to BoP populations
- BCtA's 10th *Annual Forum*, entitled '*Reimagining resilience through inclusive business innovation*', convened speakers and participants from UNDP, inclusive business CSOs, impact investors, charities and foundations, social innovators, governments, development agencies and funds, the private sector, and academia to discuss the future of IB and the role of the private sector in achieving the SDGs



▲ Courtesy of Medtronic

INTRODUCTORY COMMENTS

Looking back on 2020 – a year which was dominated by the global fight to alleviate the worst effects of the COVID-19 pandemic – it is evident that, at the global scale, this year has brought more challenges and difficulties than any other in recent memory. Thus, while the full impact of the global COVID-19 pandemic will only become evident over the forthcoming years, it is an inescapable reality that 2020 will come to be seen as a deeply significant period across every facet of global social, economic

and political development, especially in terms of the 2030 Agenda. The statistics are startling: An estimated 150 million people are expected to be pushed back into extreme poverty throughout 2020 and 2021, thereby raising the annual global poverty rate for the first time in over 20 years.² Furthermore, the negative impacts are expected to be especially severe for women, contributing to the predicted widening of the gender-poverty ratio by 2021,³ and children, with 150 million more under-18s predicted to be

2 The World Bank, 2020. COVID-19 to add as many as 150 million extreme poor by 2021. www.worldbank.org/en/news/press-release/2020/10/07/covid-19-to-add-as-many-as-150-million-extreme-poor-by-2021.

3 UN Women, 2020. COVID-19 and its economic toll on women: The story behind the numbers. www.unwomen.org/en/news/stories/2020/9/feature-covid-19-economic-impacts-on-women.

currently living without basic health or education services as a result of COVID-19.⁴

However, as is often the case, this time of crisis has provoked deep and meaningful change, as well as a tangible sense of renewed potential for the development field. Specifically, the pandemic has underlined humanity's dire need to reduce in-country and global inequalities by demonstrating the interdependence between rich and poor and the importance of all of society's actors taking immediate action to ensure the long-term sustainability and resilience of social and economic systems. Furthermore, the speed with which many organizations have been able to respond in the fight to contain this virus, protect livelihoods, implement recovery plans and become more resilient to the next global or regional emergency has shown that the pandemic can impart positive shocks on development models.

These same dual impacts have also been felt by Business Call to Action (BCtA) and by BCtA's members and partners, many of whom have themselves struggled through this time of crisis whilst also doing their best to protect the populations they have pledged to support, but now recognize the value of inclusive business (IB) more than ever. Despite the numerous difficulties, BCtA and its network sprang into action to adapt to this new context and ensure that BCtA can continue to provide valuable

services to member companies and the entire IB community throughout this difficult period. Specifically, BCtA has reoriented both its service offerings and delivery mechanisms, and has added numerous activities to its workplan in order to support members and their stakeholders at the base of the pyramid (BoP)). These adaptations have yielded several notable achievements and success stories, even despite the scale of the challenges and the disruption to day-to-day life.

These successes are evidenced by the results achieved against targets that were redefined during the first six months of 2020 in recognition of the severe limitations placed on many planned activities.⁵ However, what is most evident from these results is that the COVID-19 pandemic has significantly expanded BCtA's reach and its ability to promote IB, in part because of BCtA's online transition and the orientation of materials and advice around effective COVID-19 response and resilience-building activities.

This *2020 Annual Report* provides a narrative overview of key changes within the IB ecosystem in 2020 and describes all BCtA's activities, achievements, challenges, and lessons learned over the last year. However, in line with BCtA's reporting cycle, the logframe provided in Appendix B covers the 18-month reporting period of 1 July 2019 to 31 December 2020. This represents Year III of BCtA's Phase III operations.

4 UNICEF, 2020. Impact of COVID-19 on multidimensional poverty. data.unicef.org/resources/impact-of-covid-19-on-multidimensional-child-poverty/.

5 See Appendix B for a full review of the results achieved.



01

MEMBER COMPANIES' ENGAGEMENT WITH INCLUSIVE BUSINESS

1.1 Inclusive Business in 2020

The past year has imposed unprecedented challenges on businesses and private sector-led development programmes across the board, such that the companies which make up BCtA's member network are no exception. Indeed, in many ways, BCtA's network of IBs may feasibly have been hit harder than most by the social and economic impact of COVID-19 as their BoP customer base, employees, suppliers or distributors often find themselves less able to withstand both initial shocks and sustained disruptions because of their relative lack of access to the socio-economic resources that sustain resilience. Moreover, the economic effects of the COVID-19 pandemic are likely to hurt the poorest most, as they are forced to sacrifice their future wellbeing in the interest of satisfying immediate needs, becoming trapped in their present developmental state following a reduction in self-investment and a lack of social opportunity. Consequently, IBs are both battling to protect immediate needs and sustain long-term development. As part of this, the extent of disruption to the day-to-day operations of

business models has forced BCtA members to adapt their approaches and seek alternative mechanisms to support BoP development and make progress against their commitments.

Wanting to understand more about the effect of COVID-19 on the IB space, in early 2020 BCtA commissioned a survey to explore the impacts experienced, the responses taken, and the degree of success achieved by companies pivoting business models in ways that engage low-income people and markets. This survey, developed in collaboration with UNDP Finance Sector Hub (FSH), the Connecting Business Initiative (CBI), SDG Accelerator and ImpactAim, received 90 responses and was widely praised by stakeholders for the speed at which it was developed, disseminated and completed by member companies and other social businesses. Selected results from this survey, which are detailed below in Figures 1-4,⁶ demonstrate how the IB sector has adapted to meet changes in conditions in 2020. Whilst predicting whether these changes will become permanent or just serve as ad-hoc solutions to present problems is difficult, these changes at least provide an indication of the direction that IB has moved in 2020 and signposts how the IB ecosystem might progress in the years ahead.

6 The full results are available at www.businesscalltoaction.org/sites/default/files/Business%20Call%20to%20Action%20infographic%20on%20COVID-19%20survey.pdf.

Figure 1. Impacts on inclusive business

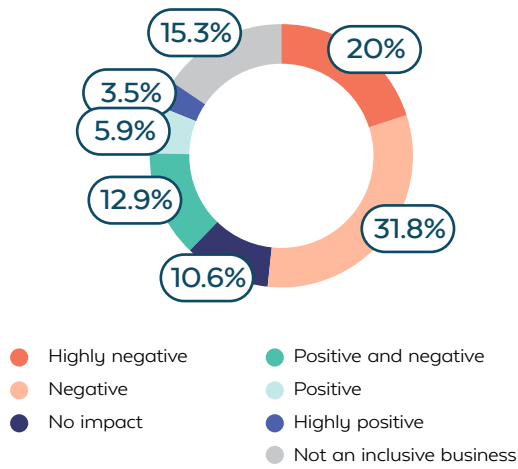
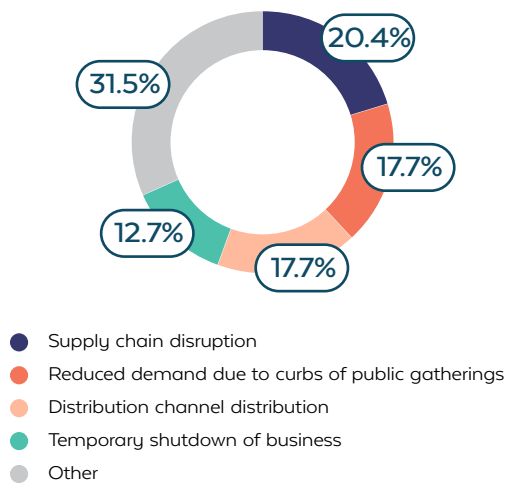


Figure 2. Main hurdles faced by inclusive businesses



This survey captured the difficulties that companies are facing as a result of the pandemic and highlighted ways in which IBs are transitioning their core business models to provide BoP-tailored products that accord with present demands and delivery mechanisms (including elements such as teleworking, online purchasing and web- or app-based service delivery). Especially present within this shift was a transition to digital service delivery, for which this pandemic can reasonably be expected to be a prominent catalyst for

Figure 3. Actions taken as a response to COVID-19

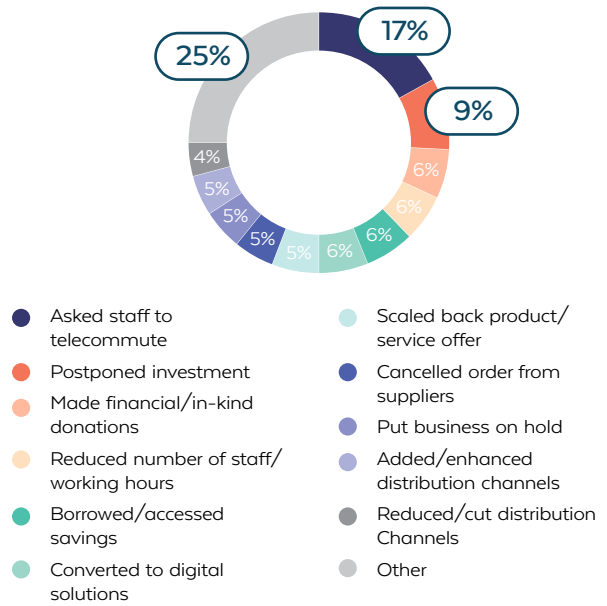
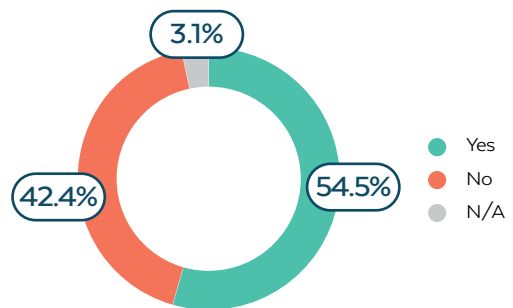


Figure 4. Companies connecting with peers or professional networks to inform responses



sustained progress, generating investments into operational changes that are expected to remain in place following the pandemic due to their raised efficiency. These transitions should be expected to embed IBs further into the digital world (including tech-enabled healthcare services, tech-enabled agriculture and tech-enabled education to name just three prominent sectors) as companies are increasingly able to validate the expected efficiency improvements and share insights into the added resiliency that these transitions provide.

However, the remarkable increase in the proportion of digitally enabled customer interactions from 36 to 58 percent from 2019 to 2020, which McKinsey & Co. suggest would have taken seven years to achieve otherwise,⁷ also comes with significant challenges in terms of guaranteeing inclusion in tomorrow’s global business environment. While technology has the potential to provide access to valuable services for millions of people and drive inequality reduction, it also has the potential to drive inequality growth by dividing rich and poor in terms of digital asset ownership and the capacity to create digital assets. BCtA has taken steps to ensure that it can promote BoP engagement in both the use of digital assets and their production. Two notable examples of companies using technology to drive BoP involvement in the future digital economy are newly welcomed BCtA members Codifun and iFarmer Technologies.

Therefore, it is incumbent on BCtA to build a service model that can raise the ability of companies to effectively implement these transitions and ensure that the ongoing digital transition serves as a force for inclusion and a prominent driver of equality. Throughout 2020, BCtA has been making sustained progress in this regard by sharing successful approaches for achieving this goal, and thereby promoting replication and adaptation by supporting members, developing its member network (specifically focusing on adding digitally driven business models to its membership), and by establishing micro-level networks of similar businesses that can raise the effectiveness of knowledge-sharing and provide mutual business-to-business support.

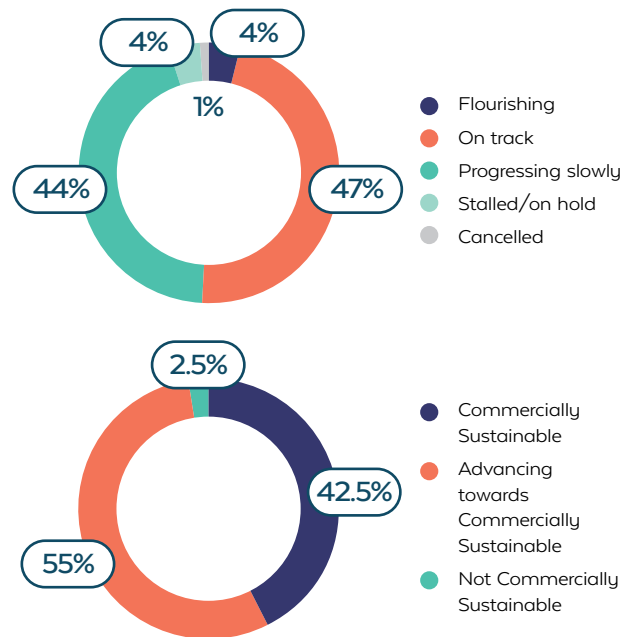
1.2 Results Reporting

1.2.1 2019 Results

The impact being achieved by BCtA is demonstrated by annual results reports for 2019 submitted by 90 member companies (representing 72 percent of the total requested to

report their achievements against commitment targets for the year). As shown by Figure 5, the 2019 results reveal that the majority of reporting companies’ IB models are either on track against commitment targets or are progressing slowly, with a minority either flourishing, stalled or on hold, or cancelled. In terms of the reported sustainability of business models, the majority are still advancing towards commercial sustainability, with most of the remainder having already achieved commercial sustainability. Only a very small minority of 2 percent have demonstrated themselves to be unsustainable. Notably, these results largely shadow the results reported for 2018, demonstrating a temporal consistency in the progress being made by BCtA member companies against established targets.

Figure 5. Reported status updates (top) and commercial sustainability (bottom) for business models in 2019



Note: Data from complete 2020 reporting period.

7 McKinsey & Co., 2020. How COVID-19 has pushed companies over the technology tipping point—and transformed business forever. www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever.



▲ Courtesy of Codifun

NEW MEMBER SPOTLIGHT

Codifun

BCtA's first Moldovan company, Codifun, provides a smart education platform that automates learning processes and applies innovative learning techniques in order to help young people master coding and IT skills, as well as to help companies find appropriate employees or retrain current staff. The AI-powered platform covers the entire learning process from teaching to assessment and the consolidation

and application of skills learned, enabling students as well as companies (who are the purchasers of Codifun's services) to monitor progress and assess comprehension digitally. With BCtA, Codifun has committed to broadening its delivery of affordable IT courses by 2022, thereby enabling 125,000 low-income people in Romania, Moldova and Ukraine to find well-paying jobs.

iFarmer Technologies

North Bangladesh-based iFarmer Technologies helps smallholding farmers maximize their profits by providing access to financing, farm inputs, advisory services, insurance and product markets. Financing is sourced as farm investment, as generated from individuals and institutions that earn returns on their investment, whilst iFarmer Technologies provides quality inputs, delivers advisory services using IoT technologies and remote sensing, and helps farmers to sell their produce directly to buyers, cutting out multiple intermediaries from the value chain. The company has now expanded its offerings to fund vegetable, fish, goat and duck farms. iFarmer Technologies has committed to providing 10,000 mortgage-less farmers living in rural areas with agri-product loans through its tech-enabled supply chain network by 2021 and providing agri-financing solutions to 300,000 farmers by 2023.

▼ Courtesy of iFarmer Technologies



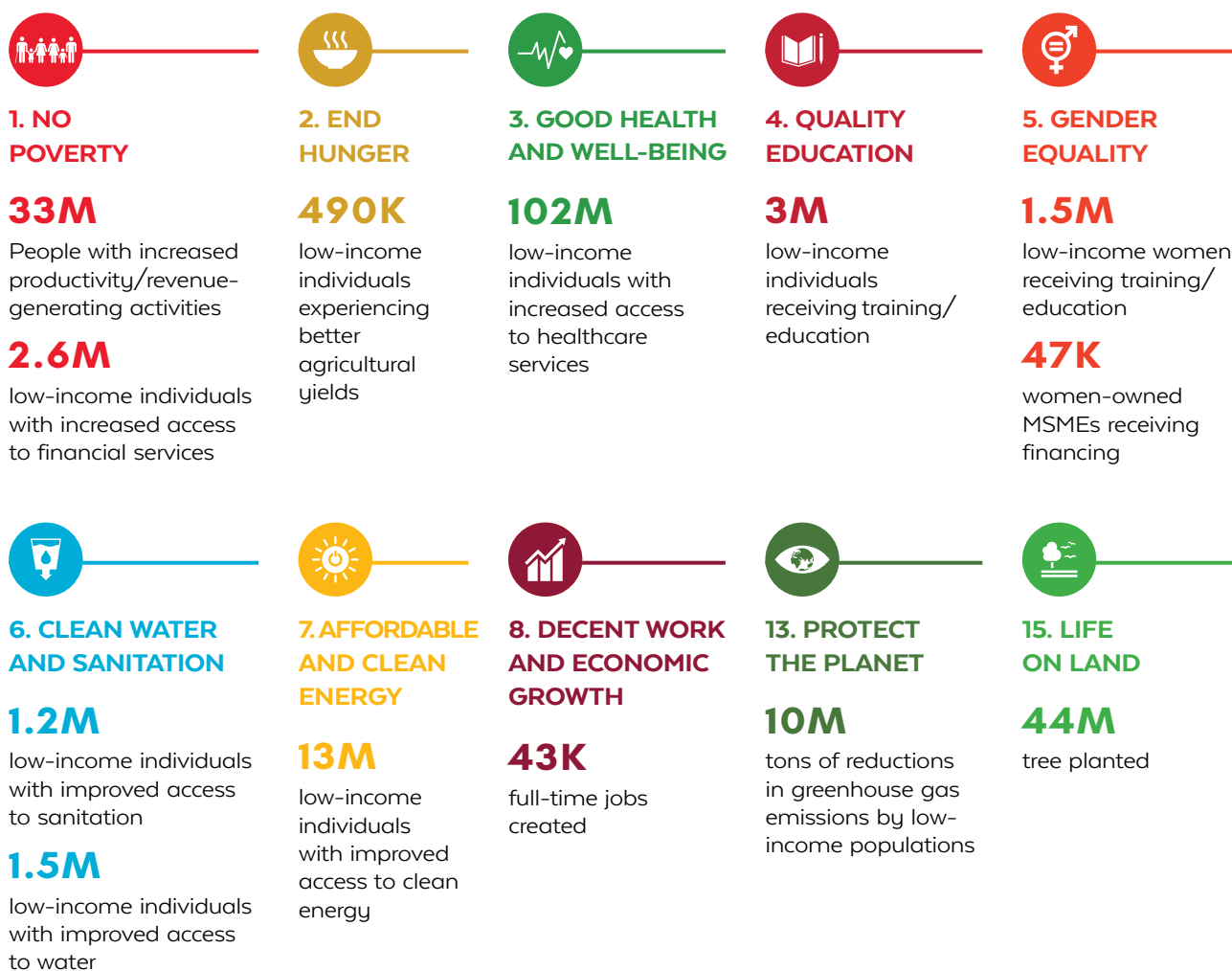
Notable within this reporting data for the extent of progress made is Chilean healthcare provider Thaïs Health, which, benefiting from the fact that healthcare sector is shifting to AI capabilities adoption, managed to secure contracts with US-based healthcare providers and a US\$ 15 million equity round. This will allow the company to break-even for the first time.

Also prominent within the 2019 reporting results is climate monitoring service Climate Edge. This company, which joined BCtA in December 2018, provides farmers with the key information needed to adapt to climate change across four African and Latin American countries. This reporting year was noted as being extremely successful in surpassing their already ambitious expectations, with a company representative stating that “[o]ur target was to reach a few thousand farmers with our platform which improves the accessibility of agricultural services to smallholder farmers [...] We have breezed past those targets, which at the time we thought were quite substantial.”

The 2019 results also show that, collectively, BCtA member companies reached over 153 million individuals through their IB models set up to engage the BoP as employees, suppliers, distributors and consumers.⁸ The selected results displayed in Figure 6 demonstrate that, across the whole of 2019, BCtA made the largest impact in terms of SDG 1 (*No Poverty*), providing 33 million people with improved revenue-generating opportunities, SDG 3 (*Good Health and Wellbeing*), raising access to affordable healthcare for 102 million people, and SDG 7 (*Affordable and Clean Energy*), raising the access of 13 million people to clean energy sources.

⁸ This figure is a calculated by aggregating each reporting company’s largest sub-SDG impact figure based on the reality that the SDG reporting structure shall include a significant degree of ‘overlapping’ impacts, with the same BoP individuals accounted for under general impact measures (such as access to a product or service under SDG 1 (*No Poverty*)) and other sub-SDGs, as determined by the specific impact produced by this product or service under the SDG framework. Thus, the figure should be considered as a conservative aggregation, with the true number of BoP reached by BCtA in 2019 expected to be notably higher than the figure reported here.

Figure 6. Reported contributions from BCtA member companies against selected SDGs (2019)



Note: Only selected reported SDG contributions displayed; BCtA member companies also reported contributions against SDGs not displayed here, as well as sub-goals of SDGs also not shown.

1.2.2 Phase III Results⁹

The 2019 results have raised the number of member companies to have reported annual results during Phase III to 152 and the total number of reports submitted to 304. These 152 companies are spread across a wide range of sectors, demonstrating that BCtA has built up a diversified reporting base, although the sectors of agriculture, food and beverages, and health

are notable for their prominence. The 153 million BoP individuals reached in 2019 continues the upward trend of the past three years, throughout which BCtA companies have reached just under 200 million low-income people with products and services or access to revenue-generating activities.¹⁰ The sub-SDG impacts aggregated over the course of Phase III are shown by Figure 7.

⁹ The upcoming *Impact Report* will analyze Phase III annual reporting results in more detail, identifying key trends and outcomes. For more details about the *Impact Report*, see the subsection '2021 Impact Report' in Section 3.3.

¹⁰ This calculation accords with the framework outlined in Footnote 7 relating to within-year impact aggregation. It also recognizes that the BoP reached by reporting companies across different years are likely to include many of the same individuals each year, such that only the largest single impact figure achieved across this three-year period by each company was included in this calculation. Within the Phase III cohort of reporting member companies, 45 percent achieved their highest impact figures in 2017 or 2018, thereby accounting for the difference between the 2019 and Phase III aggregated impacts. Again, however, this figure should be considered as a conservative aggregation, with the true number of BoP reached by BCtA in Phase III expected to be notably higher than the figure reported here.

Figure 7. Reported contributions from BCtA member companies against selected SDGs (2017-2019)



Low-income individuals with increased productivity/revenue-generating activities	34.6M
Low-income individuals reached by a product/service	88.6M
People experiencing improved living conditions	15.5M
Direct full-time jobs created	490K
Direct full-time jobs created filled by women	250K
Indirect full-time jobs created	70K
Low-income individuals with improved access to clean energy	16M
Low-income individuals with increased access to financial services	33.5M
Low-income individuals experiencing better agricultural yields	6.1M
Low-income individuals with increased access to healthcare services	121.2M
Low-income individuals with improved nutrition	2.4M
Low-income individuals receiving training/education	2.8M
Low-income individuals with improved access to water	1.6M
Low-income individuals with improved access to sanitation	1.2M

1.2.3 Comparing 2019 Results with the Phase III Trend

Whilst the 2019- and the Phase III-aggregated results provide important insights into the difference that BCtA member companies are making in the lives of the BoP, it is also important to analyze year-on-year results over BCtA's Phase III operations to understand the degree of progress made in different areas and to identify shifts of focus among BCtA member companies.

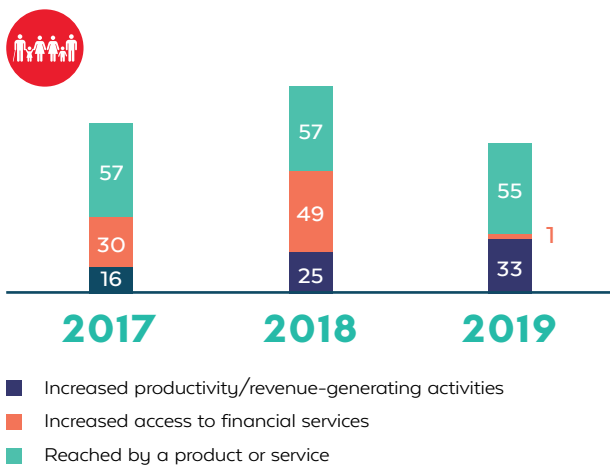
The following figures provide comparisons of aggregated SDG impacts from the 2019 results against yearly results for the remainder of Phase III, identifying some indicators which have remained consistent and others which have experienced significant change. The former category includes the results reported under SDG 6 (*Clean Water and Sanitation*) (see Figure 12), where the reported number of people with improved access to sanitation has been sustained at around the 1 million mark from 2018 to 2019, and SDG 8 (*Decent Work and Economic Growth*) (Figure 14), in which the reported number of full-jobs created has remained steady at roughly 40 – 50,000. The latter is represented by the prominent rise in the reported number of low-income people with increased access to healthcare under SDG 3 (*Good Health and Wellbeing*) (Figure 9), which increased from 24 million to 102 million, and the expansion in reported training or education provided as part of SDG 4 (*Quality Education*) from 250,000 to 2.6 million people trained (Figure 10). However, this category also includes the drop in reported SDG 1 (*No Poverty*) contributions for access to financial services from 49 million to 3 million people (Figure 8), reported SDG 5 (*Gender Equality*) contributions for increased productivity or revenue-generating activities, which dropped by more than 1 million people (Figure 11), and reported SDG 7 (*Affordable and Clean Energy*) contributions relating to low-income people's access to clean energy (Figure 13), which fell from 30 million in 2018 to 13 million people in 2019. These changes are, however, generally the result

of a select few large companies either starting or finishing their commitments or not consistently submitting reports on a yearly basis.

Figures 8-14 provide the selected data in full for members' aggregated contributions against SDGs for 2017-2019, with key SDG focuses shown.

Figure 8 shows that reported impact against SDG 1 (*No Poverty*) has remained generally consistent in terms of the overall number of BoP reached by essential products and services. However, it is notable both that reported impact on access to financial services dropped in 2019 while reported impact on access to revenue-generating activities has grown steadily over this three-year period.

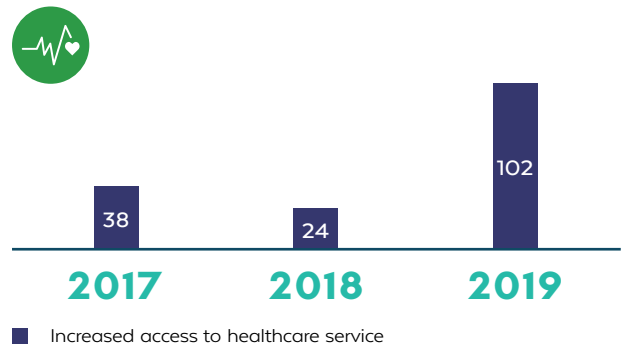
Figure 8. Reported SDG 1 (*No Poverty*) results (millions of people)



Note: Data from complete 2020 reporting period.

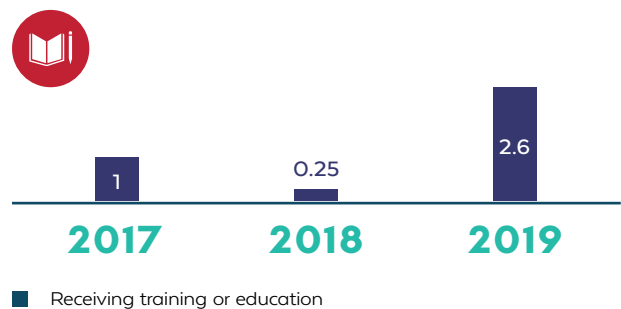
The data for SDG 3 (*Good Health and Wellbeing*) shown by Figure 9 demonstrates a medium-term increase in the number of people with improved access to healthcare services because of BCtA member companies.

Figure 9. Reported SDG 3 (*Good Health and Wellbeing*) results (millions of people)



The impact achieved against SDG 4 (*Quality Education*) has also risen considerably this year, with more companies providing training or education to their employees or suppliers, or supplying low-cost educational products or services, as demonstrated by Figure 10.

Figure 10. Reported SDG 4 (*Quality Education*) results (millions of people)



In the 2019 reporting data, the downward trend in reported impact against SDG 5 (*Gender Equality*) has continued (as shown by Figure 11), with this drop mainly attributable to the fall in providing revenue-generating opportunities to women. This is primarily due to a select number of large companies operating in this impact area not reporting their impact this year.¹¹

¹¹ This is possibly as a result of the pressures of responding to business shocks caused by COVID-19, which was commonly provided as a reason for the non-reporting of 2019 results. Reporting against SDG 5 separate to other SDGs became mandatory in 2017.

Figure 11. Reported SDG 5 (Gender Equality) results (millions of people)

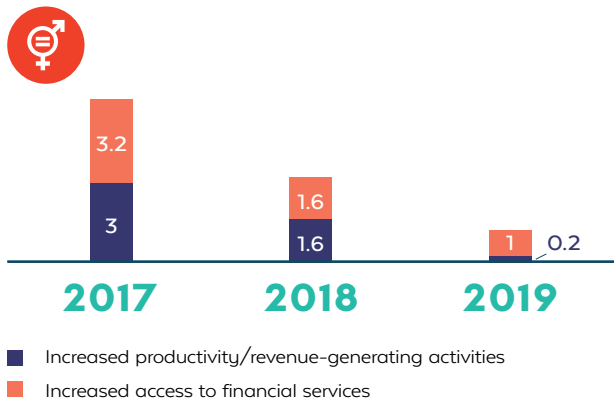
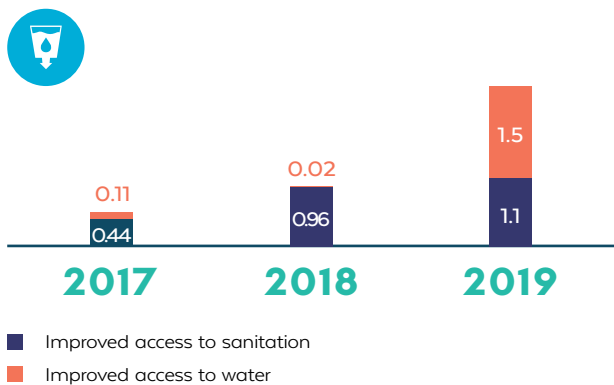


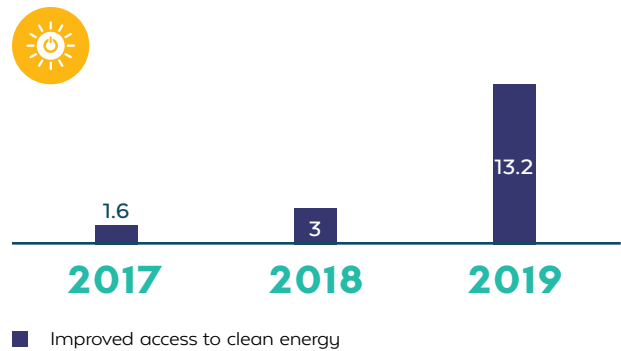
Figure 12 shows the extent to which reported impact against SDG 6 (Clean Water and Sanitation) has grown over the past three years. Specifically, the reported growth in the number of people with improved access to water in 2019 has raised BCtA member companies' impact in this area to new heights.

Figure 12. Reported SDG 6 (Clean Water and Sanitation) results (millions of people)



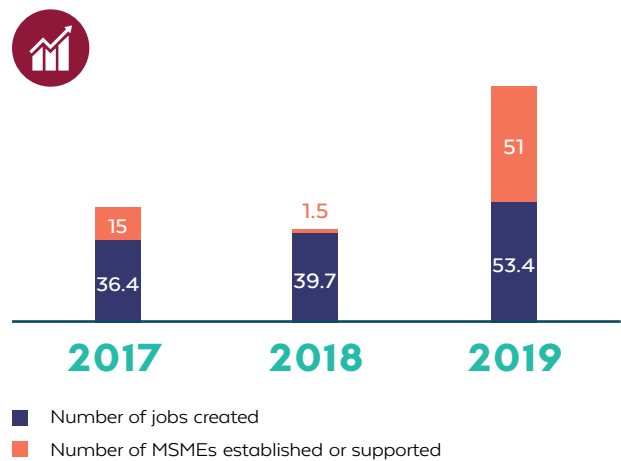
BCtA members have reported continuous improvement in SDG 7 (Affordable and Clean Energy) impact, with year-on-year growth culminating in this reporting period's rise to 13.2 million low-income people benefitting from improved access to clean energy (as displayed by Figure 13).

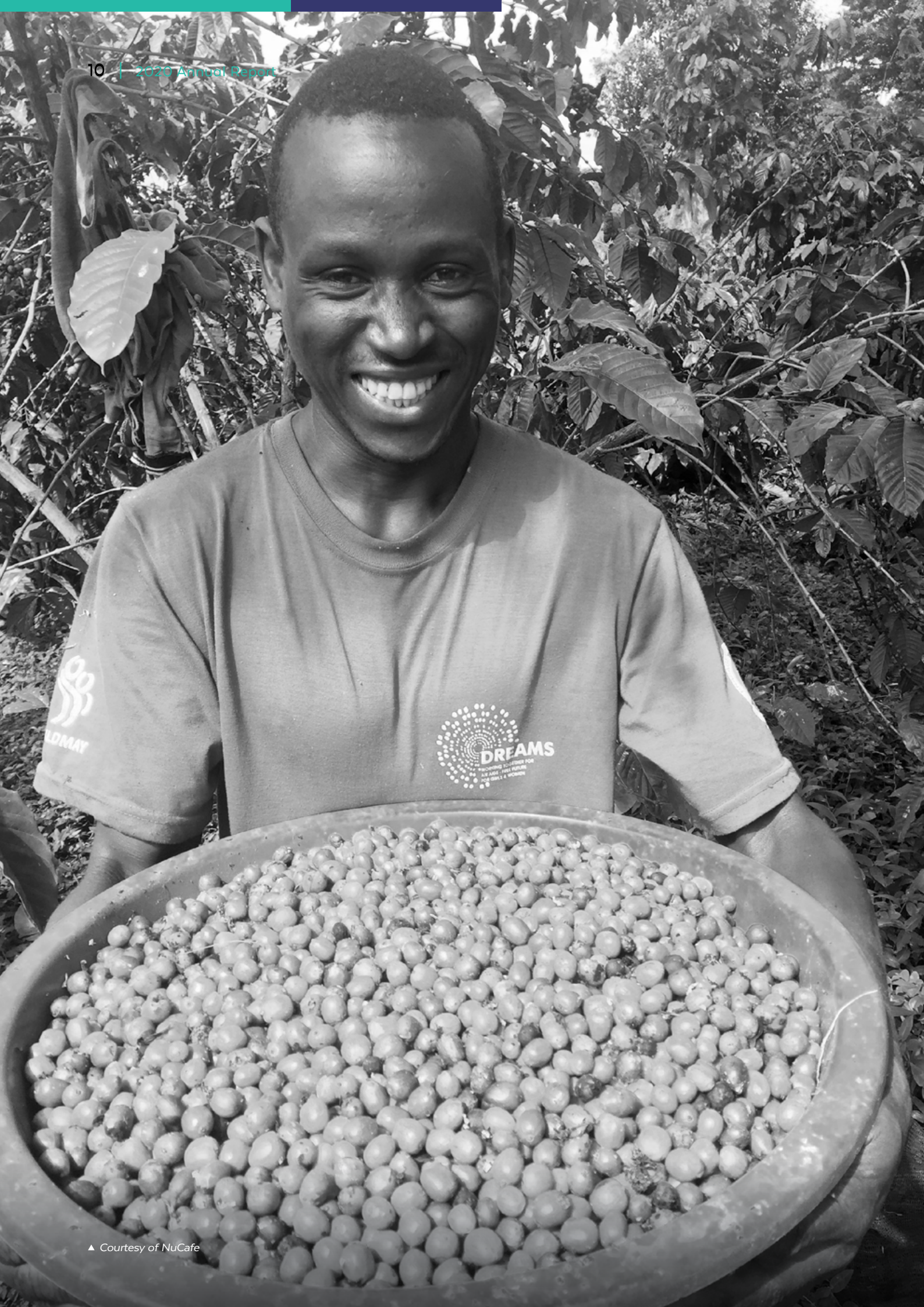
Figure 13. Reported SDG 7 (Affordable and Clean Energy) results (millions of people)



Finally, Figure 14 shows the rise in reported impact on SDG 8 (Decent Work and Economic Growth), which is attributable largely to the increase in the number of MSMEs established or supported in 2019.

Figure 14. Reported SDG 8 (Decent Work and Economic Growth) results (tens of thousands of people)





▲ Courtesy of NuCafe

02

BCTA'S COVID-19 RESPONSE

2.1 Responding to COVID-19 in 2020

The COVID-19 pandemic has required BCtA to adapt its service offerings and reevaluate priorities in line with those of member companies, whilst also coming to terms with necessary changes in the team's day-to-day operations and working modalities. As part of this shift, BCtA has been in frequent contact with member companies, supporting them in their restructuring of operations and issuing advice on how they can continue to achieve their BoP-related inclusivity targets in markedly different and often unstable environments, as well as coordinating with key actors in the social entrepreneurship space to provide effective supports and to gain insights into how BCtA can anticipate companies' changing needs and concerns.

From the perspective of BCtA member companies, the key objective for 2020 has been safeguarding business continuity and ensuring that their business can survive the COVID-19 pandemic. This is both understandable and completely necessary, given the reality that IB can only continue and advance if IBs are able to survive. However, despite these concerns, many member companies have also sought to protect the BoP in their COVID-19 response,

understanding both their importance in helping businesses through crises and aiding recovery, and the ongoing significance of their commitments to improving the living standards and opportunities afforded to the BoP. Furthermore, some members have sought to implement solutions specifically designed to seize upon a new opportunity that has been presented by the current crisis to make their business models more valuable to BoP populations. BCtA has offered companies support in every factor of this response, sharing insights on building resilience and ensuring business continuity, protecting BoP populations, and repivoting business models, operational models and product offerings.

First, in March, BCtA developed a series of media releases on the response taken by 11 member companies working in fields including health and sanitation, ICT, and agriculture in supporting government efforts to tackle the virus, supply critical goods and services, and provide information to the public. These were shared with BCtA's network in order to showcase immediate responses taken by BCtA member companies and highlight the potential that all companies have as assets in the fight against the worst economic and social effects of COVID-19.

Shortly afterwards, BCtA distributed a guidance note to member companies recommending effective COVID-19 responses, with a specific focus on potential impacts COVID-19 could have on the BoP, disaggregated according to BoP-interaction structure (i.e. suppliers/distributors, employees and consumers). The guidance note laid out implementable actions that business could take to serve and protect BoP populations while ensuring business continuity under alternative arrangements. Furthermore, the guidance note highlighted the high potential for the COVID-19 pandemic to improve the general perception of IB's importance across value chain partners, consumers, governments, regulators and investors. It encouraged businesses to prioritize the welfare of the BoP populations they serve in order to reap the future rewards of this heightened degree of relevance. The guidance note was accompanied by the sharing of prominent findings of the survey referenced in Part I of this Report with companies via BCtA's mailing list, a press release and the BCtA website.

Alongside FSH partners, BCtA made extensive contributions to the conceptual development of the *SME Action Platform*. This platform provides an integrated source of information that can support SMEs to effectively overcome challenges of

COVID-19, collated from both UNDP and external private and public organizations. The platform identifies best practices in securing financing, managing supply and distribution chains, adapting to local policies and implementing digital transformation, as well as providing links to appropriate tools and training material that can inform approaches. It contains toolkits, online trainings, videos and recorded webinars, guiding businesses through response stages, beginning with the immediate actions that can protect businesses and populations before progressing to long-term planning and resilience-building. This tool is expected to have a significant impact on BCtA's ability to support members' response to COVID-19, especially since 64 percent of BCtA's member companies are SMEs.

As part of the development of this platform, BCtA collected content, gauged interest from potential users and partners, and finalized various aspects before its launch. Through the platform, BCtA also shared examples of member companies that have taken effective action in response to the crisis, advocated for IB and promoted webinars focusing on development nexuses in the context of COVID-19, whilst also developing more aligned responses across engagement models with private sector-oriented partners within UNDP.

▼ Courtesy of NutriCare



In order to promote and scale-up the implementation of the *SME Action Platform*, BCtA, along with FSH and the Istanbul International Center for the Private Sector in Development (IICPSD) teams, has also been establishing partnerships with UNDP country offices and local development partners. In 2020, BCtA deployed resources provided by UNDP Country Office Equatorial Guinea and the Arab Bank for Economic Development in Africa (BADEA) in the *SME Action Platform*, representing a significant step in the diversification of resourcing modalities. Furthermore, in 2020, BCtA, along with UNDP partners FSH and the Bureau for Crisis Prevention and Recovery (BCPR), established a collaboration framework for an Emerging Markets Internship programme. The objective of the collaboration is to mobilize dedicated capacity to: (1) generate, collect and curate content for BCtA's *SME Action Platform*, (2) evaluate and suggest new services that may be provided by the Platform, and (3) support the analysis of business models that will sustain the Platform.

Recognizing the value of knowledge-sharing in response to the pandemic and BCtA's place as a thought-leader in IB, BCtA has delivered six webinars on effective COVID-19 response in 2020:

- A webinar entitled '*COVID-19 and the private sector: For unprecedented times, extraordinary measures*' on the private sector's response to COVID-19 as part of UNDP's private sector COVID-19 facility was delivered in partnership with IFC, UNDP Business for Gender Equality and CBI, and featured input from BCtA member company AFRIPads. The webinar detailed steps that could be taken to simultaneously protect businesses, societal health and economic resilience, with a number of speakers adopting a gender lens in their analysis.¹² The webinar attracted an audience of 280 and was also later delivered in Spanish.¹³

- A webinar entitled '*Solutions and support for women-led businesses to navigate COVID-19*', which considered approaches for women-led businesses to overcome key structural barriers.¹⁴
- Three sessions on COVID-19 responses as part of the UN Global Compact (UNGC) Leaders' Summit entitled '*Tech-enabled health innovations for COVID-19 response and recovery in low-income markets*', '*Safeguarding low-income women in global value chains in COVID-19 response and recovery*' and '*Adaptations to sales models and new market opportunities in the context of the COVID-19 crisis*'.¹⁵ These sessions provided a platform for five BCtA member companies - ClickMedix, Crepes & Waffles, Crezcamos, Kuli Kuli and L'Occitane - to share their lessons learned, but also represented a notable new area of collaboration between BCtA and the UNGC through UNDP. Further, BCtA led a discussion on the role of the private sector as a driver of BoP development under a 'Private Sector Pavilion', welcoming an audience of 60 participants.

BCtA also developed a stand-alone COVID-19 response page linked to the main homepage of BCtA's website. This offers companies an integrated and accessible source of information on appropriate COVID-19 responses, by bringing together resources and tools, as well as by sharing stories of member companies that have revised their service offerings or modes of operation in response to the pandemic. Therefore, the page provides an integrated source of information that can be updated in response to developing situations and gained knowledge.

Stemming from the need to develop a coordinated strategy with likeminded organizations, BCtA contributed to the development of the World Economic Forum (WEF) *COVID Alliance Action*

12 The speakers adopting gender lenses are described in more detail in Section 2.2.1.

13 For more details about this webinar, see the subsection 'Network Support' in Section 3.2.1.

14 See Section 2.2.1 for more details.

15 *Adaptations to sales models and new market opportunities in the context of the COVID-19 crisis*' was delivered by the BCtA Colombia team and is described in more detail in Section 3.2.1.

Agenda – a guidance document that provides five concrete steps that intermediaries, corporations, investors, government institutions and financing organizations can take to support social entrepreneurs throughout the crisis. The document, which is entitled ‘*Leaders on the front line: Why social entrepreneurs are needed now more than ever*’, brought 54 organizations together under the Response Alliance for Social Entrepreneurs to share lessons learned on COVID-19 response and communicate these to leaders ‘on the ground’. BCtA is also a part of two working groups – on non-financial support and unusual pioneers/corporate social intrapreneurship – under this project, expressly recognizing the value that BCtA’s can bring in these two areas of COVID response.

BCtA’s Annual Forum was this year also focused on effective COVID-19 responses, with three main-stage panel sessions and five interactive sessions specifically placing the pandemic at the heart of their presentations and discussions by considering effective responses and rebuilding opportunities within the scope of their particular thematic or regional focus. Thus, through these sessions, the Annual Forum shared new paths to resilience and sought to inspire a renewed commitment to sustainable development through IB by highlighting real-world examples of business models that address both immediate COVID-related concerns and contribute to longer-term sustainable development and recovery.¹⁶

2.2 Progress against BCtA’s Thematic Focuses

As a result of 2020 being dominated by the COVID-19 pandemic and associated responses, BCtA’s two thematic focuses of promoting women-led and technology-implementing IBs

have naturally adopted COVID lenses, recognizing both the disproportionate impact that crises have on female populations and the prominent role that technology can play in promoting recovery and installing resilient production and sales channels.¹⁷ Additionally, BCtA has added a new health focus to its thematic priorities in recognition of the role that IB can play in mitigating health inequalities, promoting recovery and raising BoP resilience.

2.2.1 Gender

In line with its commitment to position *gender equality* as a key element of inclusivity and a prominent driver of social and economic growth, BCtA has continued to seek out women-led and women-benefiting companies to join the member network and to promote women’s economic empowerment throughout the entire scope of its activities in 2020. BCtA has made progress toward both goals through new women-centered member models, expanding gender-based reporting, establishing a gender-based community of practice (CoP) and sharing gender-focused results, analysis and activities, whilst BCtA companies have also contributed to the achievement of SDG 5 (*Gender Equality*) through their IB models.

In 2020, BCtA added six women-led businesses – AwanTunai, Brand Solutions, Committed to Good (CTG), Powwater Group, RedStart Tunisie and Transform Future Consulting – to the network, raising the number of women-led companies to 38. In addition, 12 of the 31 new companies made specific commitments against SDG 5 (*Gender Equality*), which are due to benefit over 5.4 million people, and 5 identified the promotion of women empowerment and livelihood opportunities as their primary area of impact.

Another prominent aspect of BCtA’s gender focus has been the introduction of a requirement for new member companies to include details of gendered approaches to inclusion within their applications

¹⁶ For more information about BCtA’s 10th Annual Forum, see the subsection ‘BCtA’s 10th Annual Forum’ in Section 3.5.

¹⁷ For more information about the disproportionate impact of the COVID-19 crisis on women, see UN Women, 2020. COVID-19 and its economic toll on women: The story behind the numbers. www.unwomen.org/en/news/stories/2020/9/feature-covid-19-economic-impacts-on-women.

and report progress against key performance indicators by reference to six gender-disaggregated frameworks at both the outcome and impact levels. In 2020, all 31 new commitments included gender-disaggregated targets and 45 companies reported against gender indicators in 2020, thereby exceeding the 39 companies reporting using this framework in 2019.

Furthermore, in 2020, BCtA has continued to foster a CoP bringing together women-led member businesses in its network, employing resources and networks provided by IFC, UNDP and Mastercard. This CoP aims to establish a

peer-to-peer learning network that provides opportunities for female leaders of IBs to exchange ideas, challenges, and best practices. Through this CoP, BCtA has delivered tailored support to women entrepreneurs in the IB space, focusing on the needs and challenges highlighted within the group and promoting the exchange of effective COVID-19 responses to support women-led businesses through this current global crisis. So far, 13 companies have joined this network, with the continued engagement expected to add many more of the 38 women-led companies in BCtA's membership.



NEW MEMBER SPOTLIGHT

Kilubukila

Kilubukila is a British-Congolese company that bridges the gap between craft and design, curating cultural projects that create economic opportunities for female artisans and smallholder farmers by strengthening local commercial ties, removing barriers to international markets and generating jobs that enable producers to earn three times the average local income. Kilubukila's commitment objectives consist of developing a fully equipped atelier showroom in Kinshasa capable of employing at least 60 artisans (75 percent of whom will be female) by the end of 2021, increasing atelier production by 75 percent, training 200 individuals and increasing revenue by 150 percent relative to contemporaries by 2022. Furthermore, Kilubukila has committed to establishing an association of designers and artisans representing 50 percent of the artisan population in Kinshasa while also fostering collaboration through regional and international partnerships to remove barriers to markets by 2023.

◀ Courtesy of Kilubukila



Brimore

Brimore is an Egypt-based social commerce distribution platform where manufacturers list their products and a network of mostly low-income women market and distribute their products via individual points of sale or through local shops. As part of their IB commitment, Brimore's mission is to be a gateway to the Middle East and Africa for local manufacturers by building a reliable supply chain. More specifically, with BCtA, Brimore's has committed to providing 45,000 active low-income women distributors with income-earning opportunities, and directly and indirectly creating more than 1,000 full-time jobs for low-income people through partner businesses by 2023.

With the aim of bolstering this CoP and growing BCtA's influence as a gender-focused programme, and noting increased demand for BCtA's knowledge and experiencing in promoting gender equality through IB as a result of the COVID crisis, BCtA arranged and hosted a range of webinars, discussions and talks on gender equality in business. These include:

- Sessions delivered under BCtA's two-part Masterclass developed and delivered in association with Oxfam, which sought to establish key social and economic elements that limit gender equality and key drivers of women empowerment. These Masterclasses, entitled '*An introduction to gender equality*' and '*Low-income women and gender equality*', featured a presentation by a woman-led BCtA member company – Mountain Hazelnuts – and was also later delivered in French, directly targeting the Francophone Maghreb.¹⁸
- A joint webinar on COVID-19 with IFC, CBI and UNDP's Business for Gender Equality Programme entitled '*COVID-19 and the private sector: For unprecedented times, extraordinary measures*', within which IFC, UNDP's Business for Gender Equality Programme and BCtA company Afripads considered the gender-specific impact of the crisis and described their particular responses.¹⁹ This webinar was also later delivered in Spanish.²⁰

¹⁸ See Section 3.2.2 for more details about the French-language version of the Masterclass.

¹⁹ Note that this is also reported in Section 2.1.

²⁰ For more details about this webinar, see the subsection 'Network Support' in Section 3.2.1.

- A webinar delivered in collaboration with IFC entitled '*Solutions and support for women-led businesses to navigate COVID-19*', which focused on the structural barriers faced by women and how these can be overcome (especially in regard to women's access to finance) and attracted 90 participants. The panel of experts included Mastercard and Banco BDH León - a Dominican Republic-based socially engaged bank with a specific focus on raising female inclusion in the sector - and Dot & Line - an after-school mathematics education platform working in Pakistan.

A presentation of BCtA and the impact that IB has on the achievement of SDG 5 (*Gender Equality*) at an International Women's Day Event at Soho House Istanbul, which aimed to raise the profile of gender-focused IB within an international network of business leaders and featured a presentation by the founder of Turkish restaurant chain BigChefs, Gamze Cizreli, which detailed her experiences as a female entrepreneur looking to expand into European and Central Asian countries.

Additionally, an interactive session at BCtA's Annual Forum entitled '*Empowering women through inclusive finance*', which featured speakers from the UNDP Business for Gender Equality Programme, BCtA member companies Biomass Group and MFO Crystal, and Latin America-

based women's financial services provider Viwala, attracted 59 attendees.²¹ Through these events, BCtA was able to share effective methods for overcoming barriers faced specifically by women in the IB sphere (and especially those experienced during the COVID-19 pandemic) with a large audience of over 400 people and facilitate the establishment of bilateral connections between women-led businesses.

As a result of these discussions, BCtA was also able to identify key barriers faced by women working in IB, and especially for women-led IBs. Foremost amongst the issues identified were a lack of access to investment and difficulties in connecting with potential growth partners, which have become important focuses of BCtA's work with women-led companies.

Further embedding a gender focus throughout its operations, BCtA launched its AGFund-financed project, which aims to drive up BCtA's presence in Jordan, Saudi Arabia and Sudan, and includes an explicit focus on gender equality.²² Specifically, 80 percent of the 2,000 companies BCtA aims to reach through a 'train-the-trainers' model must be women-led or primarily women-benefitting, trainings and technical assistance for trainers to guide companies collecting evidence of impact using specific indicators and employing a gender lens.

21 For more information about BCtA's 10th Annual Forum, see the subsection '*BCtA's 10th Annual Forum*' in Section 3.5.

22 For a more generalized overview of BCtA's AGFund-financed project, see Section 3.4.



Recognition of BCtA's Women-Led Companies in 2020

In 2020, BCtA's women-led member companies have been recognized for the work they are doing to promote the BoP's social and economic development. Ms. Joji Pantoja – founder and CEO of the Philippine social enterprise Coffee for Peace – was awarded the prestigious 2020 Oslo Business for Peace Award for the third year in a row, and Ms. Olga Yanneth Bocarejo Buitrago – CEO of Colombian recyclable materials purchaser Bancalimentos – received a special mention for creating new opportunities for vulnerable populations from the Cafam Prize for Women, one of the most esteemed women's advocacy organizations in Colombia.

◀ *Courtesy of Coffee for Peace*

2.2.2 Technology

Recognizing the potential in the application of existing technology to fill development gaps and striving to avoid the possibility that technology becomes a driver of economic and social inequality in the 21st-century economy, BCtA has been promoting the use of tech-enabled solutions within IBs over the entirety of Phase III. BCtA companies have for a long while been applying technical innovations to reach last-mile populations, tap into previously hard-to-reach markets and reduce transaction costs for low-income clients. However, the importance of BCtA's technology focus was, this year, highlighted by the COVID-19 pandemic, and captured by the COVID-19 response survey, in which a significant proportion noted digital transition as a key response to the pandemic.²³ As

a result, 2020 has brought about a renewed focus on technology in IB, such that this aspect has been selected as a key lens through which BCtA can effectively support IB in a new global context.

In 2020, 18 of the 31 companies that joined the BCtA network implemented tech-enabled solutions to a prominent development challenge: At Home, AwanTunai, Brimore, Codifun, Committed to Good, Daastan, DeafTawk, Elepha S.A.S., iFarmer, Maji Agri Solutions, Medtronic LABS, Powwater Corp., Resuelve tu Deuda, SABAQ, Sprihaat Retail Network, Transform Future Consulting, Vanu Inc. and WeHub! Victoria Ltd. (WeTu).²⁴ These companies cover significant ground across eight different sectors: agriculture, food and beverages, consumer goods, financial services, education, ICT, transport and logistics, services, and water, sanitation and waste management.

²³ See page Part I 'Inclusive Business in 2020' for an overview of the main results.

²⁴ 'Tech-enabled models' are defined as models that use technology to create, communicate or deliver goods or services.

NEW MEMBER SPOTLIGHT

AwanTunai

AwanTunai is a financial services company that is digitizing Indonesia's cash-based economy by storing offline transaction data from traditional wholesalers and using this data to underwrite unbanked micro SMEs at a low cost but with high predictability. AwanTunai is therefore providing digital distribution channels to thousands of retail merchants who can then access working capital as well as accept payments. The startup also issues mobile-based consumer credits, thereby providing

a means of integrating the 100 million Indonesians unable to access traditional banking products into the financial system through partnerships with producers and distributors – a holistic financing solution for micro-merchants. Through BCtA, AwanTunai has committed to building a digitized supplier network covering 2,500 wholesalers, by supporting micro-enterprises to become small enterprises hiring low-income BoP workers, and disbursing US\$ 1 billion in affordable financing products for 200,000 micro-SMEs by 2023.

▼ Courtesy of Awan Tunai





▲ Courtesy of DeafTawk Interpretation Services

DeafTawk Interpretation Services

DeafTawk is a Pakistani sign language interpretation service accessible via a mobile application that is available on both Android and iOS and serves to empower deaf communities across the globe. With access to quality sign language interpretation services, deaf users, who generally fall into low-income brackets, can access quality education, health services and employment opportunities. DeafTawk has onboarded more than 960 sign language interpreters

and welcomed over 17,000 deaf users, out of which more than 500 accessed employment opportunities, 81 have enrolled onto a higher education course, and over 1,400 have been helped to communicate in hospitals. Currently, DeafTawk is operating in both Pakistan and Singapore, but, by 2025, DeafTawk will expand into new markets (including Bangladesh, Sri Lanka and Indonesia), raise its usership to 50,000, and train or provide employment to 10,000 sign language interpreters and businesses.

This therefore continues BCtA's recent trend of welcoming an increasing number of companies into the network that implement an innovative tech-enabled development solution. Consequently, the proportion of tech-enabled businesses amongst BCtA's new member companies has seen a remarkable rate of growth over the last four years (see Figure 15). Overall, these 18 new additions bring BCtA's number of tech-enabled companies to 42.

Figure 15. Proportion of tech-enabled new businesses joining BCtA's network

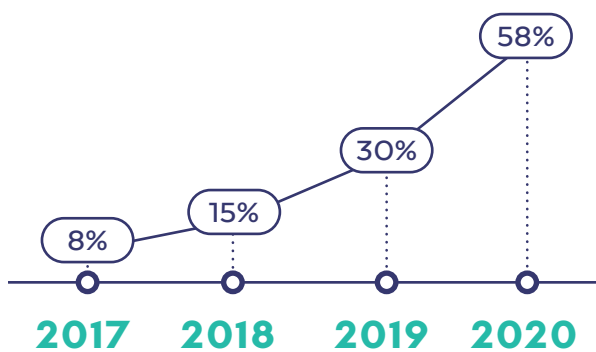


Figure 16 shows the collective target impact for tech-enabled member companies that joined BCtA in 2020.

Recognizing the value of innovative tech-enabled solutions to development problems and wanting to highlight the potential impact of digital transformation both during and after the current crisis period, BCtA focused its Annual Forum around the nexus of these two factors, with four notable sessions directly considering these two aspects in partnership.²⁵ This focus established BCtA as a future-orientated business network that is looking to support innovative but proven solutions that can more effectively raise the BoP's economic and social security.

Figure 16. Aggregated commitments from new tech-enabled BCtA member companies

	1. NO POVERTY	
	Low-income individuals reached by product/service	23M
	Low-income individuals with increased access to financial services	430K
	Low-income individuals with increased productivity/revenue-generating activities	1.3M
	3. GOOD HEALTH	
	Low-income individuals with increased access to healthcare services	10.9M
	4. QUALITY EDUCATION	
	Low-income individuals with increased access to quality education	1.3M
	5. GENDER EQUALITY	
	Low-income women with increased productivity/revenue-generating activities	300K
	Low-income women reached by product/service	7.6M
	Full-time jobs created	140K
	8. DECENT WORK AND ECONOMIC GROWTH	
	Low-income producers/suppliers provided with increased access to markets	1M
	MSMEs supported	220K

²⁵ These four sessions were a main stage panel session entitled 'New alliances for inclusive business innovation: Connecting governments and companies to create agile new solutions to serve the BoP' and three innovation-focused interactive sessions considering issues at the sectoral or regional level - 'Digitization + financial inclusion = value chain resilience'; 'Innovative COVID-19 responses in healthtech' and UNDP Country Office Colombia's session on 'Innovation and resilience in the time of COVID-19'. For more information about BCtA's 10th Annual Forum, see the subsection 'BCtA's 10th Annual Forum' in Section 3.5.



▲ Courtesy of DOT Glasses

However, the Annual Forum's focus also reflected a developing core element around which BCtA is building its future service offer: knowledge production on IB. These services include the newly established health-tech CoP,²⁶ after which additional tech-enabled CoPs will be modelled in 2021, and BCtA's new service line for 2021 focusing on the replication of tech-enabled innovative IB models. As such, these new services underline BCtA's renewed placement of technology at the center of IB moving forward.

2.2.3 Health

Partly in response to the COVID-19 pandemic and partly driven by a long-standing recognition that access to healthcare services is a key requirement for raising the security and resilience of the BoP, BCtA has during 2020 made healthcare a thematic focus and a key part of its service offer of technical support for companies.

NEW MEMBER SPOTLIGHT

DOT Glasses

DOT Glasses is mission-driven Czech company providing innovative and simplified vision care for low-income individuals in countries across the world using unique vision tests and ultra low-cost, one-size-fits-all glasses. With the goal of implementing a solution that makes glasses accessible to individuals living across all geographies, both rural and urban, DOT Glasses' products have been specifically designed to improve the lives of low-income people. With 100 percent of its end users coming from the BoP, DOT Glasses' solution gives low-income people a chance to work more effectively and earn more, study better, and lead safer lives. Through BCtA, DOT Glasses has committed to delivering access to primary vision care to 1.1 million men and women in 10 Asian and African countries, and creating livelihood opportunities for 4,000 micro-entrepreneurs in 8 Asian and African countries by 2022.

²⁶ For more information on BCtA's new health-tech CoP, see Section 2.2.3.

Medtronic LABS

Initially established as a business unit of Medtronic PLC but now separated as an independent IB, Medtronic LABS is a social business committed to expanding access to healthcare for underserved patients, families and communities across the world at a minimal cost. These delivery models integrate digital and product technologies in screening, referral, treatment and management activities with the support of local tech entrepreneurs, healthcare providers, NGOs, governments and other stakeholders. As part of its BCtA commitment, Medtronic LABS has pledged to improve non-communicable disease outcomes for at least 10 million underserved patients in Africa and South Asia by 2030 through the provision of essential healthcare products and services.

Courtesy of Medtronic LABS ▶



While BCtA did add two businesses to its network of healthcare companies in 2020 (DOT Glasses and Medtronic LABS) and received one recommitment from Indian telehealth provider Sevamob, the main focus of this healthcare lens in 2020 was to support companies in the adaptation of business models according to new demands, local constraints and market conditions during and following the COVID-19 pandemic.

To strengthen its service offer for healthcare providers (and tech-enabled healthcare providers specifically), BCtA established a health-tech CoP of nine companies. The group was officially launched during an interactive session of the Annual Forum entitled '*Innovative COVID-19 responses in healthtech*', that was co-hosted by representatives from Endeava and UNDP's Sustainable Health in Procurement Project.²⁷ The session invited three new members of this group – ClickMedix, iKure and Sevamob – to share their response to the COVID-19 pandemic and the key lessons they learned along the way.

The CoP was established to build a peer-to-peer learning network that can co-create solutions and share insights into how to use innovative health models when responding to COVID-19. The programme, featuring the companies displayed in Figure 17, follows a four-step structure addressing four primary areas of support requested by health companies, as identified by a BCtA survey of healthcare-related businesses: (1) extending access to investment, (2) connecting businesses with UNDP country offices, (3) connecting businesses with other companies operating in the same regions, and (4) communicating BCtA member companies' achievements in tackling poverty through UNDP's platforms. The CoP also provides an opportunity to set the basis for BCtA's new programme based on the replication of innovative IB models,²⁸ and communicate BCtA's approach, knowledge and tools for IMM as a strategy for attracting investment and validating companies' social impact.

²⁷ For more information about BCtA's 10th Annual Forum, see the subsection '*BCtA's 10th Annual Forum*' in Section 3.5.

²⁸ For more information about this replication of innovative IB models programme, see Section 6.

Figure 17. BCtA's new health-tech community of practice companies



This new CoP has already produced a notable breakthrough in terms of the promotion of peer-to-peer learning with the signing of an MoU between members Medtronic and Sevamob and the launching of a six-month pilot scheme that will start in 2021 and, it is hoped, will lead to further collaboration. This collaboration focuses on both companies' activities under Prerna – a comprehensive diabetes and hypertension management programme that incorporates community support groups and patient engagement, for which Sevamob will provide frontline primary healthcare services to BoP populations. This partnership will help increase Prerna's ability to reach patients in communities that would otherwise have limited access to quality and affordable non-communicable disease care.

The health-tech CoP will also provide the basis for BCtA to produce a white paper in collaboration with Endeva detailing insights and best practices developed through this programme. Consisting of in-depth analysis of each's business model and the opportunities identified for mutually beneficial information-sharing among companies, the white paper will engage each of these companies, thereby allowing them to communicate their business model, share their experiences and position themselves as pioneers of healthtech-enabled IB. This white paper is expected to be released in early 2021.

Lastly, eight of 2020's BCtA-produced communications had a specific focus on health and three Impact Champions case studies on companies working in the health or sanitation sectors (Banka BioLoo, Bive and Sanofi) were published.





03

BCTA'S ACTIVITIES IN 2020

3.1 Growing BCtA's Membership Base

Key Objectives

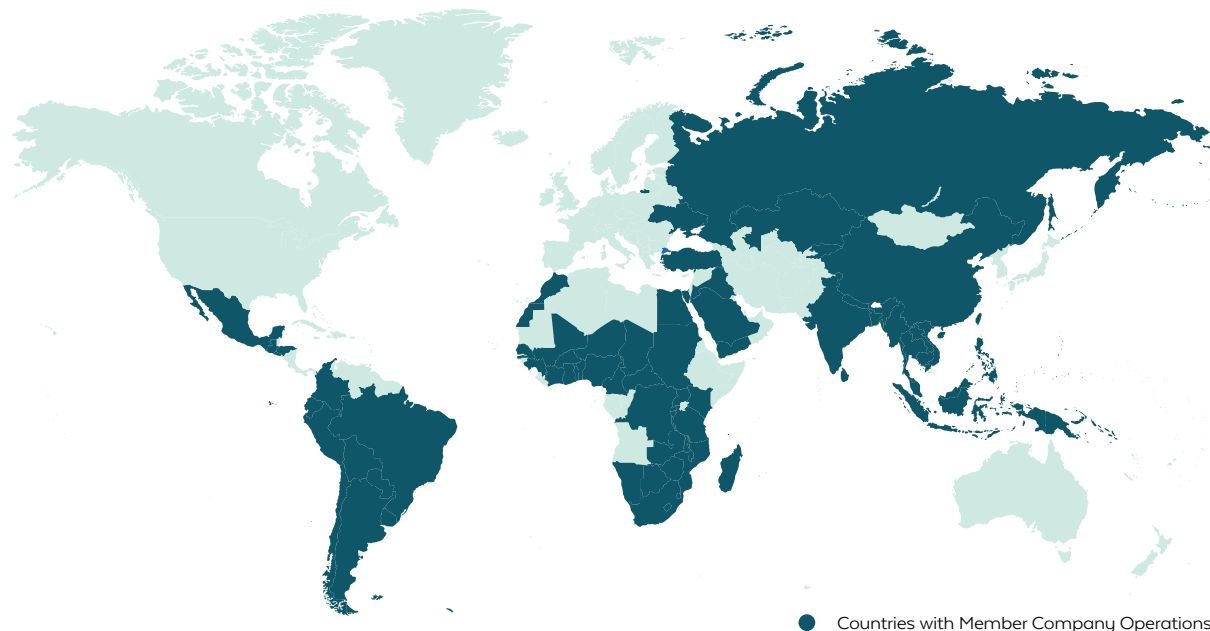
1. Increase the number of BCtA member companies with high-quality, innovative and scalable IB commitments to 280 by December 2020
2. Encourage existing companies whose commitments are expiring to register new commitments or scale-up their existing commitments
3. Maintain a pipeline of potential member companies and encourage suitable companies to consider IB models
4. Increase the number of companies using BCtA's *SDG and IB Maturity Journey and IB Management Practices Toolkit* to 170 by December 2020

Membership²⁹

BCtA added 31 new companies to its membership base in 2020, bringing its total number of companies to 280. These new companies include those operating in Costa Rica (Cacao Nahua), Djibouti (CtG), Democratic Republic of the Congo (Kilubukila and Vanu Inc.), Iraq (CtG), Libya, (CtG), Mauritania (Vanu Inc.), Moldova (Codifun), Somalia (CtG), Tunisia (Redstart Tunisie and CtG) and Yemen (CtG), raising the global reach of BCtA's member companies to 82 countries, as shown by Figure 18. Additionally, five recommitments were made by Corpocampo, a Colombian açai palm producer that has integrated Afro-Colombian and indigenous BoP farming families into its supply chain, Bangladeshi manufacturer Direct Fresh, which committed to reducing the cost of living for their employees by providing basic necessities at reduced cost, fashion brand H&M, which is working to integrate refugee workers into its supply chain, Turkish milk producer Pınar Dairy, which committed to delivering milk production training to 1,350 suppliers, and telehealth provider Sevamob, which has committed to improving access to medical consultations for low-income people in India.

²⁹ All data referenced is taken from 2020 membership applications.

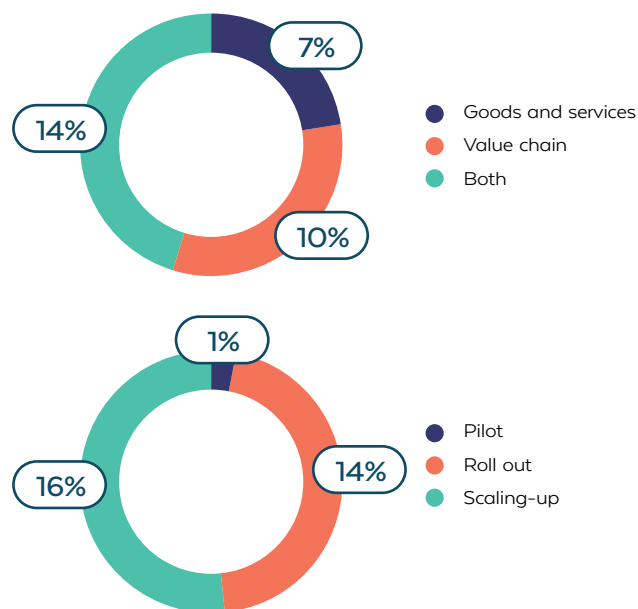
Figure 18. BCtA member presence around the world



Of these 31 new members, 26 are small and medium enterprises (SMEs), 4 are multinational companies (MNCs) and 1 is a large national company (LNC). IB model types are split relatively evenly, with 7 models implementing goods and services models, 10 companies implementing value chain models and 14 implementing IB models with elements of both. Only one company is in the piloting phase (Tunisian entrepreneurial skills developer Redstart Tunisie), with the vast majority of new companies either being in the roll out (14) or scaling-up (16) phases. These are shown by Figure 19.

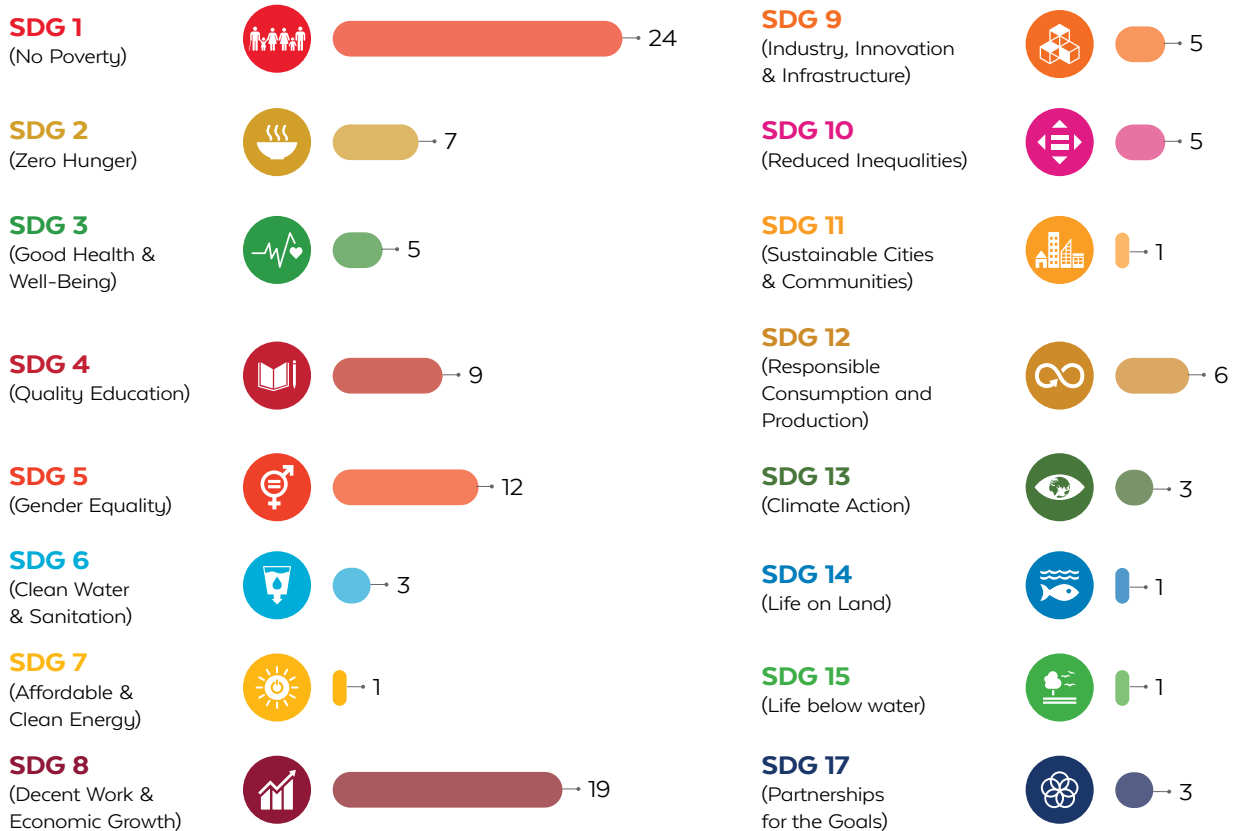
Primary areas of impact include access to clean water, access to financial services, access to healthcare and health services, access to technology and information services, agricultural development and food security, education, livelihood and employment opportunities, vocational training and skills development, and women empowerment and livelihood opportunities, demonstrating the variety present across these new additions. The majority of new members are both headquartered in and implement their IB models in developing countries, in line with the existing trend, with the 31 new members boasting a combined presence in 41 developing and least developed countries.

Figure 19. New model types (top) and new model phases (bottom)



In terms of the SDG focus of new companies' IB commitments, there is a clear focus on SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 4 (Quality Education), SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth) (as shown by Figure 20). However, all companies joining BCtA in 2020 committed to working toward SDG 1 (No Poverty) as an 'entry point' for the achievement of the other SDGs.

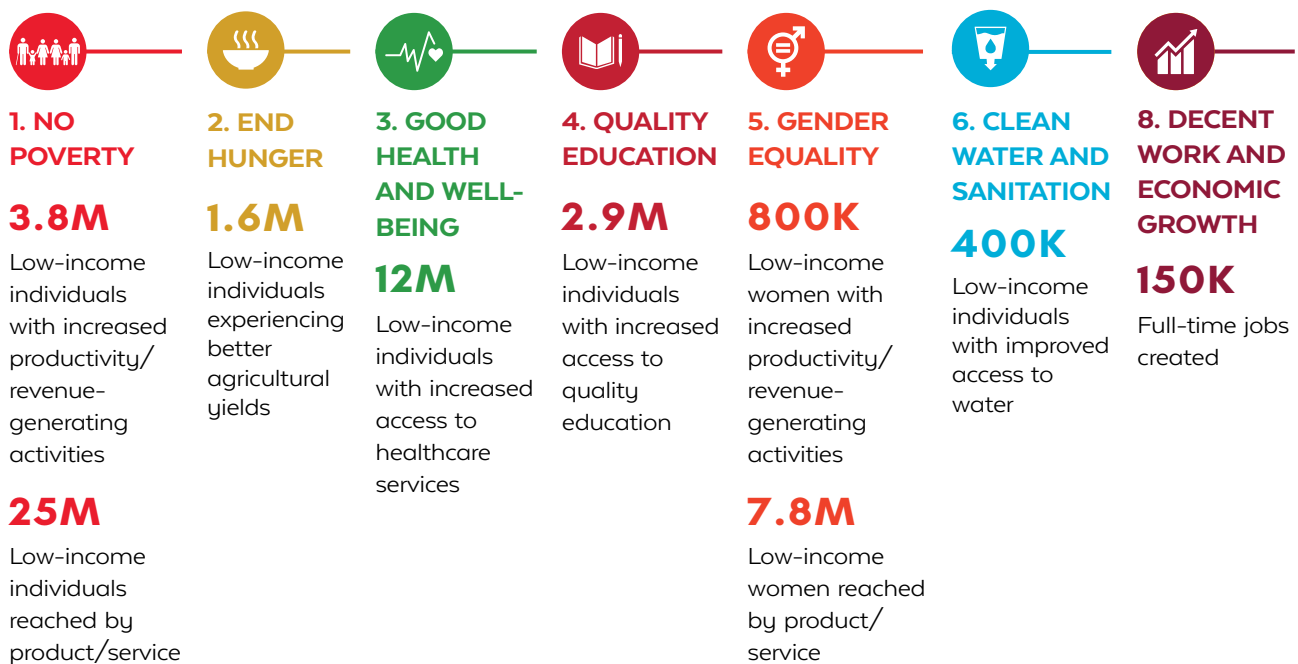
Figure 20. Aggregated number of new member commitments made in 2020 toward each SDG



Note: When applying, aspiring BCTA member companies generally select indicators from multiple SDGs that are relevant for their business model and sector, against which they report each year as part of their inclusive business commitment to BCTA. SDGs not being shown above indicates that none of the 31 new member companies selected indicators for these SDGs.

Figure 21 illustrates collective impact targets for selected indicators over the course of commitment timelines indicated by the 31 new members added in 2020.

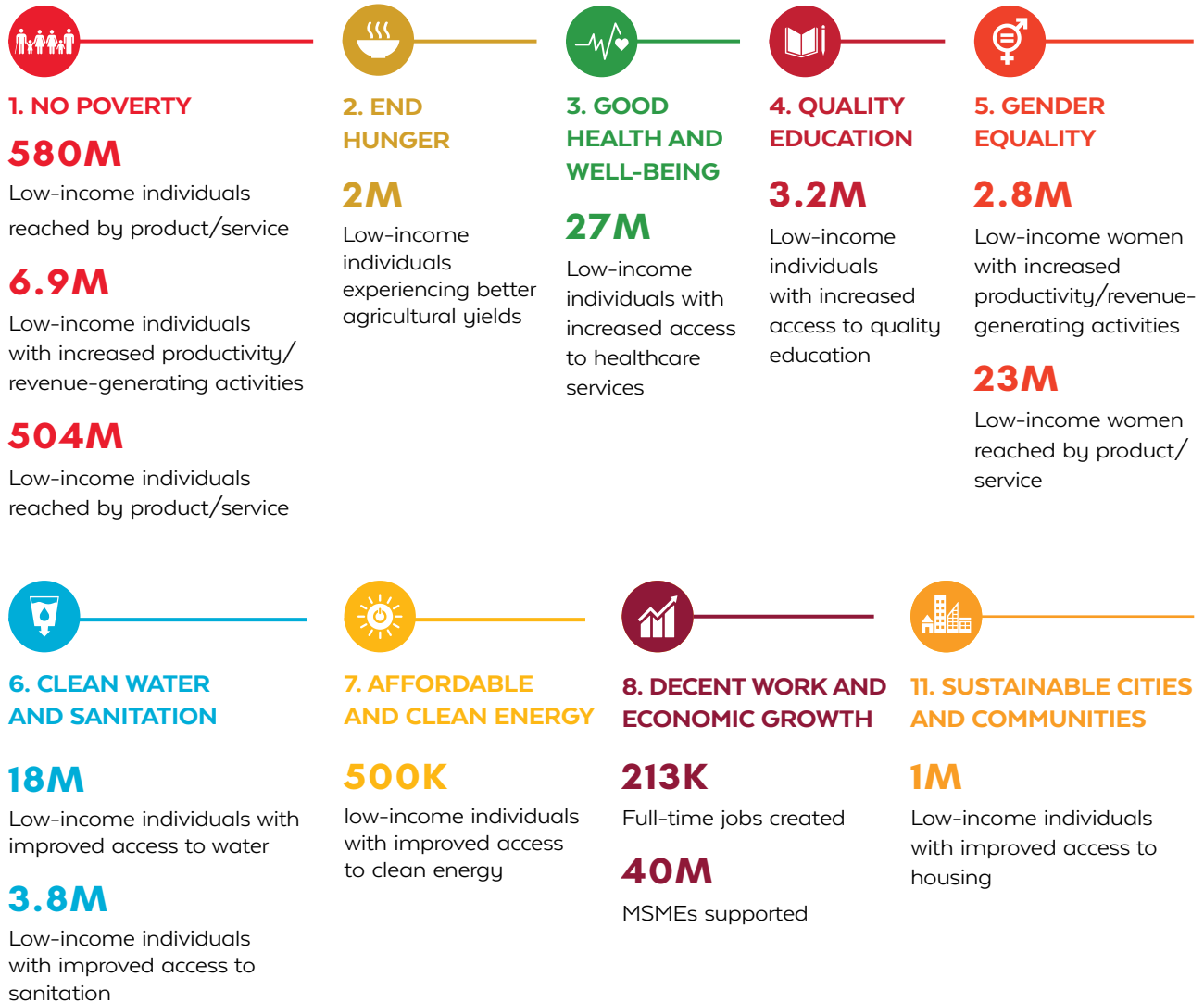
Figure 21. Selected aggregated SDG impacts of 2020 commitments



Adding these new commitments to those made over the entirety of Phase III produces the

aggregated commitments shown by Figure 22.

Figure 22. Selected aggregated SDG impacts of Phase III commitments



Throughout 2020, BCtA has been working to overcome the challenges associated with due diligence and approval procedures for new companies by developing more efficient structures for conducting risk assessments and pre-approval background checks. Specifically, BCtA has engaged UNDP colleagues at the country office level to identify potential BCtA members among their local networks and conduct due diligence on these companies. BCtA has also further standardized the risk assessment process by revising the membership application form to gather information that is more pertinent to UNDP risk assessment processes. Furthermore, BCtA and colleagues at UNDP headquarters developed an

internal BCtA risk assessment guidance document and checklist, which has further streamlined the due diligence process for both the BCtA team and colleagues at BCtA headquarters who ultimately make decisions on due diligence approvals. BCtA's efforts to optimize and improve the UNDP risk assessment process have helped BCtA and UNDP colleagues elsewhere overcome the frequent challenges encountered when conducting due diligence on private sector entities. Notably, in 2020 the UNDP Development Effectiveness Team recognized BCtA as having the best practices on due diligence and risk management, selecting BCtA as a reference on risk assessment for UNDP colleagues around the world.



▲ Courtesy of Bive

Member Company Success Stories

The quality of BCtA's member outreach and scaling-up support has been demonstrated in 2020 by the recognition of multiple BCtA member companies. As well as the honors received by two of BCtA's women-led companies (Bancalimentos and Coffee for Peace),³⁰ four companies were selected for the UNDP's Growth Stage Impact Ventures programme – Access Afya, Bancalimentos, Bive and Saahas Zero Waste, winning them the opportunity to connect with Switzerland-based impact investors and institutional partners that can assist in scaling-up their operations and expanding their impact.

In 2020, BCtA has also been advocating for its members' IB models and promoting their recognition within the wider IB ecosystem. As part of this, BCtA has nominated six member companies (At House, AwanTunai, BLUETOWN, Ignitia, iKure and Medtronic LABS) for the 2021 Schwab Foundation Social Entrepreneurs Award, which seeks to recognize outstanding leaders and businesses that are pioneering solutions that solve key social and environmental challenges.

³⁰ See Section 2.2.1 for more details about these awards.

3.2 Focus Country Operations

Key Objectives

1. Continue to carry out capacity-building activities and deploy BCtA tools and services, including the *SDG/IB Maturity Tool* and the *Impact Measurement Tool (Impact Lab)* in Colombia
2. Encourage increased quality in private sector engagement in the SDGs through IB in Colombia, growing BCtA membership
3. Continue engagement in IB and the SDGs through knowledge products and advocacy, assess opportunities for further engagement through UNDP private sector events and networks, and provide relevant policy inputs through IB knowledge products
4. Build a preliminary roadmap to roll out tools and services in Tunisia, including key stakeholders and strategic partners

3.2.1 Colombia

2020 marked the end of Colombia's time as a BCtA focus country. As such, much of BCtA's work in Colombia was dedicated to integrating responsibility for ongoing activities within the UNDP Colombia Country Office, including the provision of support to the member network, the promotion of digital upskilling through IB, further strengthening relationships with the IB ecosystem and sharing knowledge gained with national stakeholders. Furthermore, BCtA has been maintaining and safeguarding the legacy of IB in Colombia itself and throughout Latin America by both targeting large, recognizable and influential MNCs that operate across Latin America to champion the benefits of IB and implementing tools and services that will continue to provide value to important stakeholders without a direct in-country presence on BCtA's part.

NEW MEMBER SPOTLIGHT

Bavaria & Cía S.C.A.

Bavaria is the largest brewing company in Colombia, employing more than 4,000 people. As a part of their IB initiative, Bavaria has committed to increasing the incomes of 35,000 small-retailer women and improving their livelihoods by strengthening their businesses and raising their capabilities. Bavaria's commitment objectives include increasing the daily revenue of 18,000 women entrepreneurs by an average of at least 10 percent from US\$ 63 to 70 by 2022, strengthening 3,000 businesses using physical and/or digital infrastructure by 2021 (while also improving their capabilities through training), and ensuring that at least 50 percent of the women which are part of Bavaria's programme have access to financial services by 2022.

Courtesy of Bavaria ►



In regards to the former workstream, BCtA has added Bavaria & Cía S.C.A. – a highly recognizable beer brand that is headquartered in Colombia but maintains operations throughout Latin America – to its membership base in 2020, as well as seven other new members in Colombia (Brand Solutions, Caravela Ltd., Elepha S.A.S., Lohas Beans, Prost (D'cada), Resuelve tu Deuda, and Takami S.A.), and an additional member from the Latin American region – Cacao Nahua. These companies operate in a broad array of sectors, including agriculture, food and beverages, financial services, textiles, and low-cost services, and bring the total number of Colombian member companies to 25.

Additionally, the fact that 100 percent of BCtA's Colombian member base shared their progress reports for 2019 demonstrates the ongoing impact that BCtA is having in communicating the benefits of IB to companies and ensuring

that member companies remain engaged in the IB development process and adhere to their commitments, signifying that BCtA is in a good position to hand over responsibility for guiding these companies to the UNDP Country Office.

Regarding the latter workstream, BCtA has been delivering a number of key products and services that will continue to support the future of IB in the region in continued collaboration with UNDP Country Office Colombia. Foremost among these services is the *SDG Corporate Tracker*, which was launched in July and has since seen a significant take-off in its usership, but key services delivered in 2020 also include COVID-19 response supports, the provision of in-country services in the development of the SDG Investor Map, participation in key events and supporting the implementation of BCtA's IMM services.

Elepha S.A.S.

Elepha provides high-quality products to women located in rural and peri-urban areas of Colombia, who then sell these products to end consumers. The company has committed to maintaining sustainable sources of income to 15,000 rural Colombian women through Elepha's micro-franchising, training and credit programmes, providing access to essential products and services for more than 10 million people living in rural Colombia and empowering more than 35,000 women through basic hard and soft skills trainings by 2025.

Courtesy of Elepha ►



SDG Corporate Tracker

The *SDG Corporate Tracker* is a multi-stakeholder platform that measures the contribution that the private sector is making to the realization of the SDGs and, in so doing, contributes to mapping and analyzing the private sector's influence, identifying best practices, and advancing public policy discussions and decision-making processes on the role of the private sector in development. For UNDP, the analysis reports that result from the *Tracker* will be distributed within the ecosystem, thereby embedding UNDP as a thought leader in this space. For companies, the *Tracker* offers a means of showcasing contributions to sustainable development at a reduced level of reporting investment and with a reduced risk of duplication. Using Colombia as a launch country, the *SDG Corporate Tracker* was developed in collaboration with the Colombian National Planning Department (NPD) and uses standards developed by the Global Reporting Initiative (GRI) to assess contributions. It is now set to be expanded to other countries, employing the same methodology to center the private sector as a major contributor to the 2030 Agenda by identifying where and how it impacts lives and in which thematic areas it is most influential.

Complications arising from the onset of the COVID-19 pandemic delayed the launch of the *SDG Corporate Tracker*, with the tool only going live in June. However, utilizing this delay, the BCtA team engaged and trained seven regional implementing partners in conjunction with the NPD and the GRI – Proantioquia, ProBarranquilla, ProPacífico, Bogota's Chamber of Commerce, the National Association of Public Services (Andesco), Cartagena's Chamber of Commerce (CCC) and the Colombia Mining Association (ACM) – which, through associated companies, have expressed their willingness and commitment to launch and report via the platform. These private organizations will participate as allies in the dissemination of the initiative, generate publicity, onboard companies into the reporting process and accompany them in the use of the online platform. As such, these

partnerships are ensuring that the platform is enjoying a wide participation base, which thereby lends it viability as a tool for understanding the work being done and the progress being made. At present, 323 companies are using the *SDG Corporate Tracker* to report their SDG contributions through individual profiles, with more companies being added daily. Additionally, over 400 companies have been trained on the tool and how it should be implemented.

To ensure that the *SDG Corporate Tracker* provides the greatest value possible, BCtA been engaged in a continuous process of refining the tool. Major methodological and technical adjustments include:

- A review of indicators to ensure alignment with SDG targets during six discussion sessions with technical teams from the GRI and the NPD, as based on the guidance document '*Business reporting on the SDGs: An analysis of the goals and targets*' produced by PricewaterhouseCoopers (PwC), GRI and the UNGC.
- The development of a new module where a range of reports are available for all users to access directly from the platform in order to create additional value.
- A revision of the *SDG Corporate Tracker's* data and privacy policy in the interest of protecting companies' sensitive information, which aims to ensure that companies are comfortable reporting their impact through the platform and that the tool provides broad-level insight over the long term.
- The addition of a capacity for implementing partners to access information inputted by companies that have consented to information-sharing within the tool. This feature will allow implementing partners to identify gaps and create approaches for companies to improve their contribution to SDGs through their operating procedures and ESG strategies.
- The production of factsheets related to each of the 17 SDGs that support users' understanding of the framework and how

their impact can be categorized. Recognizing the effect of COVID-19 on related activities, five sheets addressing aspects of the pandemic were also added prior to the tool's launch.

Furthermore, BCtA delivered a training session on localizing the *SDG Corporate Tracker* to UNDP Country Office Peru following the signing of a service plan for the tool's implementation in the country. As a result of this outreach, UNDP Country Office Peru has integrated the tool into its SDG Assessment Framework, making it a prominent part of its reporting approach on progress against the SDGs.

BCtA also provided trainings and webinars to both member and non-member companies on how IB models contribute to the SDGs in order to promote the *SDG Corporate Tracker* and BCtA IMM tools. Overall, more than 290 companies participated in 5 sessions delivered in partnership with local implementing partners: Andesco, the ACM, the CCC, the Colombian Federation of Insurance (Fasecolda) and Claro Colombia.

So far, the implementation of the *SDG Corporate Tracker* has resulted in the identification of several key lessons. Specifically, it has been recognized that: (1) the involvement of government and private sector institutions has played a key role in the construction, validation and promotion of the initiative, (2) governance, data and communications methodologies should be made clear from the outset to avoid misunderstandings, (3) monitoring mechanisms should be formalized with a means of ensuring continual communication with implementing partners established, and (4) the required personnel and economic and technical resources necessary for the implementation of the initiative should be earmarked during the initial stages.

Moving forward, the major challenges for the *SDG Corporate Tracker* include: (1) achieving sustainability and transitioning ownership of the initiative to the National Government and the private sector, (2) finalizing adjustments to the platform that generate value for all users (but

specifically the private sector), (3) expanding the number of implementing partners to achieve scale, and (4) integrating other key actors (i.e. from academia and national business organizations) into the programme.

Network Support

Throughout 2020, BCtA and UNDP Country Office Colombia have also been providing mutual support on COVID-19 response, coordinating action with business networks and supporting member companies. As part of this, the BCtA team hosted or co-hosted the following six events and webinars related to COVID response:

- A webinar entitled '*COVID-19 y sector privado: Medidas extraordinarias para una época sin precedentes*' (COVID-19 and the private sector: Extraordinary measures for unprecedented times) - which also was targeted at the wider Latin American region. This webinar was co-hosted by IFC and the UNDP Business for Gender Equality Programme, and also provided BCtA member company *Crepes y Waffles* the opportunity to share their COVID response experience.
- A webinar that focused on the challenges and solutions to business continuity for Colombian companies produced and delivered in collaboration with UNDP Country Office Colombia entitled '*Desafíos y soluciones para la continuidad de las empresas en Colombia*' (Challenges and solutions for business continuity in Colombia). As part of this morning-long webinar, a BCtA member company - *Credifamilia* - was invited to provide their perspective regarding approaches to protecting operations in this difficult environment, with experts from the Government of Colombia, the broader Latin American region and Deloitte also invited to share specific insights into the regional context. The webinar attracted 75 people, assisting member companies and other Colombian businesses to take appropriate steps in protecting themselves from the worst effects of the COVID-19 pandemic.

- A webinar delivered at the High-Level Political Forum on Sustainable Development – ‘*Foster contribution to the SDGs at the national level*’. This session, which was co-hosted by GRI and the Governments of Colombia and the Netherlands, sought to illustrate what can be achieved when national governments, the private sector and international organizations work together in the effort to build sustainable and resilient societies.
- A session entitled ‘*Adaptations to sales models and new market opportunities in the context of the COVID-19 crisis*’ delivered as part of the UNGC Leaders’ Summit.³¹ This session was moderated by UNDP’s Deputy Resident Representative in Colombia and featured two members of BCtA’s Colombia network: Crepes & Waffles and Crezcamos.
- Alongside the NPD, the University of Los Andes and private sector representatives, BCtA was invited to participate in *SDG Corporate Tracker* partner and regional private sector-based sustainable development institution ProPacífico’s webinar in September. This webinar, entitled ‘*Sustainability, SDGs and Agenda 2030 in COVID-19 times*’, attracted more than 150 participants to consider key challenges and opportunities within the effort to position SDG contribution as a major goal of Latin American private sector organizations.
- An interactive session as part of BCtA’s Annual Forum hosted by UNDP Country Office Colombia and delivered in Spanish – ‘*Innovation and resilience in the time of COVID-19*’ allowed member companies to share their experiences of operating during COVID-19 and provided a platform to promote and communicate the proposed impact of the *SDG Corporate Tracker* with the support of two local partners – the NPD and the GRI.³²

The BCtA team in Colombia also held workshops and conducted interviews to support the development of the SDG Investment Map – a dynamic tool containing a range of market-specific investment opportunities for SDG-aligned capital funds – which is due to be implemented by a range of UNDP country offices. As part of this, 52 private and public sector actors were interviewed, 5 internal roundtables (welcoming a combined 40 participants) were held, 6 private sector presentations were made to Bancolombia, Elea, Alive Ventures, SEAF Colombia, Grupo SURA and Yunus Social Business, and 3 validation sessions with the Colombian Government were organized.

The BCtA team also focused on strengthening the network at the local level, with two communication bulletins delivered, as well as supporting two member companies’ applications for UNDP’s Growth Stage Impact Ventures – Bancalimentos and Bive.³³ The team is also supporting BCtA companies to partner their business with other UNDP projects; For example, Postobón and Lohas Beans have engaged themselves in projects that UNDP Country Office Colombia maintains in collaboration with the national government which seek to promote the development of rural businesses and organizations. As part of this project, these two member companies are now purchasing products from companies engaged under these programmes and have thereby included them within their IB models.

Impact Measurement and Management Practices

Throughout 2020, BCtA’s work with Colombian Impact Champions via the *Impact Lab* and the promotion of IMM services has continued, including through direct consultation with companies to facilitate their IMM journeys and with outreach and advocacy to promote the relevance of IMM to the wider IB ecosystem in the Latin American region.

31 As this session represented one of BCtA’s three COVID-based sessions delivered at the UNGC Leaders’ Summit, this event is also referred to in Section 2.1 and Section 3.5.

32 For more information about BCtA’s 10th Annual Forum, see the subsection ‘*BCtA’s 10th Annual Forum*’ in Section 3.5.

33 For more information about UNDP’s Growth Stage Impact Ventures, see the subsection ‘*Member Company Success Stories*’ in Section 3.1.

Two companies – Bive and Sanofi – have continued to use the online capacity-building tool on impact management, with their respective Impact Champions case studies published towards the end of the year. These companies worked with the BCtA team in Colombia to review and adjust their theories of change, develop new indicators that demonstrate their impact, build data collection forms and implement new IT tools, including KoBoToolbox and Google Data Studio. These modifications were aimed at enhancing data collection and data visualization, and thereby raising understanding and capacities for IMM. A further case study for Crepes y Waffles is due for publication in early 2021.

Additionally, four more BCtA member companies from Colombia have started using the *Impact Lab*; Lohas Beans and Corpocampo have completed all four modules, while two companies – Wok and Takami – have just started out on their impact management journeys, completing up to Modules 1 and 2 of the *Impact Lab*, respectively. Unfortunately, however, the COVID-19 pandemic has reduced general capacity for impact measurement, such that these latter two companies have put their data collection plans on hold.

BCtA also delivered two webinars in the second half of 2020 that explained the process followed in conducting IMM and the *Impact Lab*, as well as the IMP methodology and how it can be implemented.³⁴ Additionally, these webinars were used as an opportunity to explain and discuss data visualization tools such as PowerBi, JotForm, DataStudio and Kobo, focusing on how they can be used to facilitate and raise the capacity of IMM practices. Overall, 20 companies attended these events. In September, a similar series was also delivered to UNDP Country Office Colombia on how BCtA's tools and the IMP methodology can be integrated into the organization's

relationships with private sector actors in the country. The BCtA team organized two sessions: the first on IMM concepts and the second reviewing a practice exercise on PowerBi, Kobo and Google Sheets. These trainings attracted 16 attendees and were highly valued by the Country Office team.



▲ Courtesy of Supracafé

34 Note that these sessions are also listed as IMM events in Table 1 within Section 3.3.

Handing over BCtA's Activities in Colombia to the UNDP Country Office

Intent on ensuring that IB can continue to grow in Colombia and the Latin American region even following the BCtA's phase out from Colombia, the BCtA team has engaged in a long-standing effort to transfer responsibilities to in-country partners from 2021. Consequently, UNDP Country Office Colombia will remain as BCtA's main strategic partner in supporting the member network and continuing to provide relevant services.

BCtA's programme and activities were integrated into the Country Office's private sector strategy, which safeguards the sustainability of the activities and the network built by BCtA in Colombia. The strategy consists of three priorities: the development of an enabling environment for the SDGs, business alignment to the SDGs and financing the 2030 Agenda, and BCtA figuring as one of the Country Office's five thematic areas of private sector activity. Lastly, the Country Office has been engaged in identifying opportunities to pilot the new BCtA innovation journey in the country, ensuring that BCtA's partner organizations in Colombia will remain a key part of BCtA's value in the region and a key part of its future.³⁵

A Review of BCtA's Focus Country Operations in Colombia

Naturally, Colombia reaching the end of its time as a BCtA focus country prompts a look back over the past five years to review the progress made in the promotion and development of IB in the country as well as across the wider Latin American region. The following analysis lists key achievements and provides aggregated impact statistics that can support this objective, with key lessons learned from BCtA's period of operation in Colombia also providing a vital source of information which will be used to inform future BCtA programmes.

Figure 23 illustrates the 25 companies that joined the member network as a result of BCtA Colombia's focus country efforts. They cover a range of sectors, with the most prominent being food and agribusiness, healthcare, and financial services, and operate across a range of scales, from SMEs to MNCs, such that BCtA is handing over a notably diverse group of IBs to be further supported at the country office level.

These companies have committed to making significant improvements to the lives of the BoP through their business models. These commitments, distinguished according to SDG contribution, are shown by Figure 24.

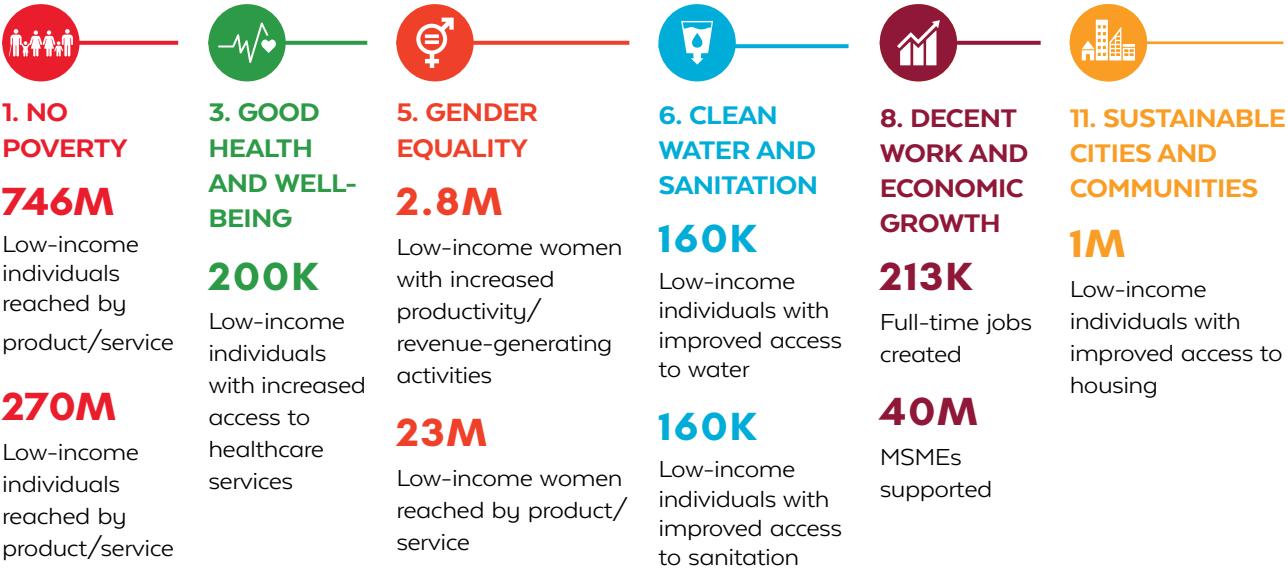
³⁵ For more information about this replication of innovative IB models programme, see Section 6.

Figure 23. Companies added due to BCTa Colombia’s focus country outreach efforts (2016-2020)



Note: Sanofi originally joined BCTa in 2015 but were supported in their recommitment process by the BCTa team in Colombia in 2018; Cacao Nahua is also included because, while its operations are currently centered in Costa Rica, they are presently establishing a presence in Colombia and have been supported in this endeavor by the BCTa team, such that it is registered as a Colombian company in official outputs and outcomes reporting.

Figure 24. Selected Colombian member companies’ SDG commitments (2016-2020)



Between 2016 and 2020, BCtA has also engaged heavily in advocating for IB, producing impactful knowledge products and upskilling IB representatives in the interest of promoting good IB practices, as shown by the statistics listed below:

164 companies trained on IMM processes

6 companies participating in BIMS or the Impact Champions programme

4 thought-leading reports and analyses published

25 yearly progress reports submitted

5 Latin American countries with BCtA representation added

The five Latin American countries which BCtA has added to its global presence during the time period of BCtA's Colombian focus country operations are shown by Figure 25.

Figure 25. BCtA representation in Latin American countries



In addition, BCtA has achieved the following key outcomes:

- In 2017, BCtA partnered with the World Business Council for Sustainable Development's (WBCSD) Colombian Chapter and the Colombian Business Council for Sustainable Development (CECODES), to produce the 'New horizons: Accelerating sustainable development through inclusive business in Colombia' report. This publication provided insights into the IB ecosystem in the country, whilst also assessing the level of awareness of IB and the IB policy environment, with inputs collated from 60 private and public sector participants. It served to direct BCtA's operations in Colombia for the upcoming focus country programme, highlighting food and agribusiness, infrastructure, health, and financial services as key sectors for IB growth.
- In 2018, BCtA contributed to the piloting of the Voluntary National Review of the private sector's SDG contributions, was a key partner in the production of a concept report and delivered a number of sessions (including one at the High-Level Political Forum for Sustainable Development) promoting the integration of SDG contributions into corporate performance assessments. This process laid out the empirical basis for the development and launch of the *SDG Corporate Tracker* and the production of technical sheets for each SDG to guide this process, which are now also being used in Peru.
- Throughout the focus country period Colombia has integrated IMM into its operations, with five Colombian companies joining the Impact Champions community. As part of this, BCtA in Colombia made extensive contributions to the 'What does it take to go big? Management practices to bring inclusive businesses to scale' report and contributed heavily to the *Impact Lab* being implemented by the Blending

Finance Initiative on Armed Conflict-Affected Territories (a UN multi-partner trust fund) to measure the impact of investment into two BCtA companies – Supracafé and Corpocampo.

- In 2019, three member companies – Crepes y Waffles, Sanofi and Supracafé – and a fourth aspiring member company (Grupo Exitó) were selected for the *IB Management Practices* research programme. As a result, these companies shared best practices that they had identified through their experiences of implementing IB, focusing on how they had sought to improve management practices, scale-up their IB activities and maximize the SDG-related impact of their interventions.
- During BCtA’s focus country operations in Colombia, 291 Colombian companies (from a wide range of sectors and ranging from SMEs to MNCs) were trained on implementing the SDGs, IB concepts and approaches (including training in IB maturity management), the *SDG Corporate Tracker* and the basics of IMM, demonstrating the importance placed on knowledge management in BCtA’s operations.
- As a result of the impact made in Colombia, and motivated to increase the effectiveness and scale of IB, other Latin American countries, including Costa Rica, the Dominican Republic and Honduras have looked to engage with the private sector in order to foster the development of IB models. Over the last couple of years especially, a recognized need to blend profit with purpose has flourished, thereby creating opportunities for BCtA to identify and help IBs understand and scale-up their inclusive operations.

- In recognition of their work promoting BoP living standards through IB, Edgar Montenegro, Founder and CEO of BCtA member company Corpocampo, won the Oslo Business for Peace Award in 2018 and Olga Yanneth Bocarejo Buitrago, CEO of Colombian recyclable materials purchaser Bancalimentos, received a special mention from the Cafam Prize for Women in 2020.³⁶

In terms of lessons learned in the delivery of focus country operations, the following outcomes have been identified: (1) the integration of BCtA’s remit and workplan into UNDP Country Office Colombia’s private sector strategy has produced a coordinated approach that has consolidated gains made in the scaling-up of IB in the country, with the Country Office taking a prominent role in the development of IB by prioritizing this in their day-to-day operations, (2) the welcoming of Colombian companies into the BCtA network has provided numerous points of entry for further collaboration with UNDP, (3) the delivery of IMM services in Colombia through a specialist team has also benefited the formulation of the Country Office’s monitoring and evaluation strategy, with active participation delivered via internal workshops that demonstrated IMM tools, contributing significantly to the consolidation of IMM as a key concept within monitoring and evaluation processes, and (4) the importance of continuing to consolidate the relationship between BCtA and other local IB networks and actors in order to scale-up the adoption of inclusive practices by external public or private partners. This task will continue to be performed by UNDP Country Office Colombia.

³⁶ This award is also noted under Section 2.2.1 as a result of its gender focus.

3.2.2 Tunisia

In 2020, BCtA has put into place a number of activities needed to establish Tunisia as a new focus country, with significant progress made in mapping important partners and IBs, establishing local connections and implementing an on-the-ground presence in Tunisia, with these aspects set to be further strengthened in 2021.

At the start of the year, BCtA undertook a two-day scoping mission to Tunisia in order to meet companies and business associations, present BCtA's value, brainstorm potential areas of cooperation, gauge interest and liaise with UNDP Country Office Tunisia colleagues on private sector engagement and the implementation of the private sector strategy. It found that the IB ecosystem is reasonably well developed, that there exists a high level of potential for BCtA to add value to IBs in the country and that the Country

Office is interested in working with BCtA to drive innovation-led growth through the private sector as a prominent mechanism for achieving the SDGs. Relationships with key partners, including local IB network Conect, impact investor United Gulf Financial Services (UGFS) and the Tunisian Government's Ministry of Vocational Training and Employment (MVTE) were strengthened, and an MoU was signed with the MVTE.

Since conducting this scoping mission, BCtA has been making progress in establishing Tunisia as a focus country, despite the difficulties that were presented by the COVID-19 pandemic. Notably, BCtA has added two new member companies that maintain operations in Tunisia in 2020 – humanitarian project implementation partner Committed to Good and SME accelerator Redstart Tunisie – but is also reaching out to a number of identified potential member companies to quickly scale up the Tunisian membership.



NEW MEMBER SPOTLIGHT

RedStart Tunisie

A collaboration between RedStart France and Bridging Angels, Redstart Tunisie provides consultancy services that strengthen the resilience of high-potential Tunisian SMEs and startups, and help them reach the next level by utilizing sustainable growth opportunities. RedStart's acceleration programme equips entrepreneurs with individualized and on-hand support with which they can build their business and create social value. The company's commitments (all to be achieved by 2022) include establishing three new charters for skills development in interior regions of Tunisia in order to ensure better access for women and young people in need of opportunities, accelerating and incubating more than 100 businesses (half of which will be located in low-income regions and half of which will be women-led), and facilitating access to finance by offering loans to at least 30 in-need women and youth, allowing them to start their own business and create jobs in their communities.

Committed to Good

Global development services project implementor and facilitator Committed to Good joined BCtA with a pledge to bring decent work opportunities to local communities in fragile and conflict-affected countries, and to support economic growth, advance gender equality and promote peace through their operations. Committed to Good will implement its IB model, which is based around making progress against SDG 8 (*Decent Work and Economic Growth*) by harnessing the productive capacity of host country nationals, across 12 Asian, African and Middle Eastern countries. Specifically, this includes commitments that, by 2025, 25 percent of Committed to Good's project-related positions will be held by women and 5,000 more nationals from the communities in which Committed to Good operates will be provided with high-quality employment opportunities.

Courtesy of Committed to Good ►



Additionally, BCtA has reached out to in-country partners, including Conect, UGFS and the local UNGC network, and, in partnership with Oxfam, has delivered two webinars in French – reproducing the Masterclass content delivered earlier in the year for a Francophone audience in order to build awareness of the concept of IB and raise BCtA's profile in the Maghreb.³⁷

BCtA also held an interactive session within its Annual Forum entitled '*Le rôle du secteur privé dans le développement durable et inclusif en Tunisie*' (The role of the private sector in the sustainable and inclusive development of Tunisia) to share the experiences of representatives from Conect, UGFS and international software group Vermeg on how the private sector can contribute to sustainable development, the benefits that derive from the private sector's promotion of the

SDGs and primary factors that can assist in the development of an IB ecosystem.³⁸

In order to effectively support the growth of IB in Tunisia, BCtA hired a research consultant to produce a mapping of IBs, identify and strengthen relationships with appropriate local partners, and develop a thematic and practical strategy for BCtA to implement in Tunisia, which is currently under development, with the report due for publication in early 2021. This report will be seminal in the sense that no other similar analysis of the Tunisian ecosystem has ever been undertaken. This report will widen the scope of analysis in Tunisia, laying a research-based groundwork for the adoption of IB in the country and the wider region, whilst also formalizing the concept of IB and binding existing socially engaged businesses together under a unified concept.

37 For details about the original Masterclass programme, see Section 2.2.1.

38 For more information about BCtA's 10th Annual Forum, see the subsection '*BCtA's 10th Annual Forum*' in Section 3.5.

3.3 Building Impact Measurement and Management Capacity

Key Objectives

1. 155 companies provided with online and in-person capacity building on impact management
2. At least 55 percent of member companies sharing their annual progress reports³⁹
3. Collaborate with key players in the SDG measurement space to further advance BCtA's methodology and approach

The past year has seen a marked growth in BCtA's IMM reach, with more key services delivered through the *Impact Lab* (which itself received an upgrade in 2020), audiences for training events growing after being shifted online, new projects being built around the provision and scaling-up of IMM services, and companies' annual reports demonstrating notable impact. Furthermore, 2020 has seen considerable monetization of BCtA's IMM services, with IMM trainings and *Impact Lab* services delivered to organizations on a cost-recovery basis.

New Impact Management and Measurement Activities

In 2020, BCtA has sought to expand the range of projects that are implementing IMM tools and approaches. This includes the establishment of new service lines around IMM and the development of a structured training program on IMM, tailored for different company sizes, from MNCs to SMEs, and adapted to early-stage and growth-stage companies.

In 2020, BCtA added imece – an Istanbul-based social innovation platform that finds solutions to social, ecological and cultural issues – to its network

of partners operating within the impact space, which already included the Innovation for Social Impact Partnership (ISIP), UNDP's SDG Impact, the IMP, the GRI, Acumen Fund and Impact Hub. This partnership, which began to be implemented in the final days of 2020 with an initial session that welcomed seven Turkish companies, will continue into 2021. Under the project BCtA is delivering IMM training to enterprises participating in imece's impact accelerator programme, which measures and manages impact on the SDGs, sharing BCtA's approach, knowledge and tools. The training, which marks an important point in scaling BCtA's services, is being delivered on a cost-recovery basis and further highlights the value that the *Impact Lab* is bringing to companies and IB-affiliated organizations.

Notably, trainings for new partners (ISIP, the Philippines Development Agency, the Thai Securities and Exchange Commission, and Youth Co:Lab) are now being provided under a fee-for-service model.⁴⁰ This approach, which forms an important step in the diversification of BCtA's financing model, has ensured that users ascribe the proper value to BCtA's IMM services, whilst also prompting the scaling-up of the *Impact Lab* both in terms of the number of users and in the further development of a culture of IMM amongst a wider private sector audience.

Impact Lab 2.0

In 2020, companies have continued to make extensive use of the *Impact Lab*, with 194 more users becoming deeply engaged in IMM through the tool, reaching Module 2 or beyond. This takes the total number of active users to 428. The scale of the *Impact Lab*'s usage demonstrates the relevance of its services for companies.

To ensure that the *Impact Lab* retains its value for companies and its status as a uniquely effective tool for step-by-step IMM process implementation,

³⁹ See Section 1.2.1 for an analysis of annual progress reports.

⁴⁰ For more general information about the partnerships developed with these organizations, see Section 3.4.

BCtA released an upgraded version of the *Impact Lab*, launching *Impact Lab 2.0* in June. As part of this, the format of the tool was restructured following feedback from users and redesigned in the interest of increasing usability and to provide a more logical and easy-to-follow route through the tool. This new version of the *Impact Lab* also integrates SDG targets at the company level to enable deeper alignment of users' impact management frameworks with the global goals. It incorporates new guidelines and standards released by the IMP and adds additional examples and resources in order to support data collection and the periodic monitoring of outputs and outcomes. Furthermore, the redesign improves the ease with which users can view and extract data in logical formats, which serves as an important aid to tracking progress and identifying potential improvements to an individual company's IMM activities.

Lastly, another key revision is the expansion of the number of languages in which the tool is available – a prominent demand coming from country offices and companies. Following extensive translation work, *Impact Lab 2.0* is now available to be used in Spanish and French, which will broaden the tool's reach and ensure that businesses can design, track and review their impact in the most efficient manner. Plans are also in place to further expand the number of languages available, with both Arabic and Turkish versions (owing to BCtA's desire to grow IMM in Turkey and as a result of BCtA's partnerships with Turkish organizations) due to be released in early 2021.

Furthermore, *Impact Lab 2.0* now contains exclusive features that are only available to BCtA member companies and companies that have received BCtA IMM training. These premium

features include a monitoring dashboard where companies can report progress on their impact indicators, a portfolio view of multiple enterprises for impact investors and impact accelerators, and the ability to classify impact as 'A', 'B' or 'C', according to the IMP's impact management norms.⁴¹ These changes therefore represent the implementation of a tiered IMM service delivery model, with this shift forming part of a larger goal of inducing companies to better understand the value of conducting IMM. More specifically, it ensures that companies place appropriate worth on the BCtA's IMM services that they receive, whilst also guaranteeing that the status of a BCtA member company remains relevant for companies as BCtA continues to expand the delivery of services beyond its member base.

To accompany the release of *Impact Lab 2.0*, BCtA has also sought to more effectively promote the *Impact Lab* and communicate the value that the *Impact Lab* can bring to companies. This has included the development of an informative video that explains how the *Impact Lab* can be used and the purposes of the four modules, as well as the target audience and the outputs that should be expected, which provides a more engaging form by which to share the *Impact Lab* with potential users.

Fostering a Culture of Impact Measurement and Management Through Trainings

Despite the travel restrictions brought about by the COVID-19 pandemic, BCtA has continued to deliver impact workshops throughout 2020, with the majority conducted virtually as online workshops. These workshops are listed in Table 1.

⁴¹ For more information about these IMP standards, see Impact Management Project, 2019. How enterprises manage impact. <https://impactmanagementproject.com/impact-management/how-enterprises-manage-impact/>.

Table 1. Impact measurement and management workshops in 2020

MONTH	PARTNER ORGANIZATION/TRAINING RECIPIENTS	DELIVERY MECHANISM	NUMBER OF PARTICIPANTS
January (over four days)	Philippine innovation-based social enterprises	In-person (Philippines)	52
February	UNDP Country Office Jordan	Online	15*
March	Thai Securities and Exchange Commission	Online	16
September (multiple sessions)	UNDP Country Office Colombia**	Online	20
September-November (multiple sessions)	Youth Co:Lab (project co-led by the Citi Foundation and UNDP)	Online	26 UNDP trainers and 24 companies
October (multiple sessions)	ImpactFest***	Online	30
November	Boost	Online	27
November	Innovation for Social Impact Partnership (ISIP)	Online	25
December (multiple sessions)	Thai Securities and Exchange Commission	Online	15

Note: * Estimated number of participants; ** These Colombian sessions are also listed under the subsection 'Impact Measurement and Management Practices' in Section 3.2.1; *** The ImpactFest workshop was delivered as part of the ImpactFest event, such that it is listed under the title 'Other Events, Discussions and Forums' of Section 2.6; A first imece workshops delivered on 29 December 2020 will be listed as a 2021 result, given that this is the first of a series that runs into 2021..

On top of the trainings listed in Table 1, in February BCtA also participated in an online discussion on IMM hosted by Business Fights Poverty. This discussion, which focused on the impact of COVID-19 and what actions businesses can take to support the most vulnerable in their value chains, produced significant engagement, with 167 comments from participants and a peak viewership of 1,900. Additionally, in June, an IMM webinar was held in collaboration with Yunus Social Business (YSB) for Brazilian social enterprises. This session, which was delivered in Portuguese, attracted 26 participants, and shared the basics of IMM processes and how these can be implemented. Finally, the BCtA team in Colombia also delivered two IMM-based webinars in 2020.⁴²

The Impact Champions Programme

In 2020, BCtA has continued to provide support to Impact Champions on completing data collection activities that were started in the latter part of 2019. BCtA has also co-produced case studies with Impact Champions documenting the impact models implemented by these companies and the results that these have produced. As part of this process, 12 case studies have been published, detailing the approach taken to improving the lives of BoP stakeholders through the lens of the 2030 Agenda and identifying key outcomes and lessons learned, thereby adding to the 20 case studies previously developed by BCtA for BIMS companies.

⁴² For more information about these webinars see the subsection 'Impact Measurement and Management Practices' in Section 3.2.1.

These case studies have been produced following the provision of BCtA support in survey design and implementation, data analysis and the development of company narratives, with case studies being co-authored by BCtA and the respective companies. The case studies will allow for extensive knowledge-sharing regarding the effectiveness of a variety of inclusive models that transcend individual business sectors and geographies, and serve as promoters of the *Impact Lab*, demonstrating its value to potential member companies or those seeking to embark upon an IMM journey or strengthen IMM processes.

These cases studies (and the Impact Champions themselves) were promoted through a video that was shown three times during BCtA's Annual Forum to promote the programme to interested companies and highlight best practices identified by 13 Impact Champions.⁴³ The video described each company's impact management process, delved into data collected from key stakeholders and explained how it informs their approach in creating positive impact in low-income communities.

2021 Impact Report

With 2020 marking the five-year anniversary of the launching of BCtA's IMM service line, BCtA has committed to producing a knowledge product on impact processes for 2021. This report will look back on the entirety of this journey, detailing the progress made and considering the state of the IMM sphere today whilst also noting key IMM pathways and frontiers. Additionally, the report will share key success when seeking to integrate IMM, use data from BIMS companies and Impact Champions to analyze the populations which have been impacted and the aggregated forms that this impact has taken, and identify key future opportunities for the wider IB ecosystem to more effectively implement its IMM knowledge and tools in a transitioning impact environment. The Report will also feature qualitative and quantitative

analysis from external partners Oxfam and UNDP IICPSD in the interest of collaborating to identify best practices and to retain the quality of independent empirical examination.

This grouping of companies together for the first time and the analysis of impact data collected by a large number of companies generally seeks to identify consistent themes within IMM in terms of populations accessed and impact achieved that may not be evident at the company level. However, the report will also provide an opportunity to share the individual results achieved by member companies and for BIMS companies and Impact Champions to disseminate their impact case studies as part of a wider narrative.

3.4 Strategic Partnerships, Collaboration and Advocacy

The past year has seen BCtA both develop existing partnerships and welcome new partner organizations, whilst also working to streamline BCtA operations through UNDP as part of the effort to raise the usership of BCtA services and tools, advocate for IB more effectively, and collaborate to demonstrate the impact of member companies' commitments more effectively.

Regarding new strategic partnerships, in September BCtA confirmed the regional development institution AGFund as a new donor. Starting in 2021, the project being supported by AGFund will allow BCtA to expand its presence in the Arab States through the alignment of business strategies and operations with the SDGs, the identification of IB models and the delivery of trainings on IMM.⁴⁴

The project will include a scoping of IBs operating in the region, make extensive use of BCtA's Inclusive Business Maturity Journey Toolkit to

⁴³ For more information about BCtA's 10th Annual Forum, see the subsection 'BCtA's 10th Annual Forum' in Section 3.5.

⁴⁴ At present, BCtA is underrepresented in the Arab States.

raise awareness of the IB concept and operate an IMM ‘train-the trainers’ model that is intended to raise BCtA’s impact almost exponentially with 50 trainers aiming to train 2,000 micro and small businesses, of which approximately 80 percent will be led by women. While the programme will be initially launched in Jordan, Saudi Arabia and Sudan, these countries will serve as pilot programmes to prove the validity of the concept, after which BCtA intends to scale-up across the region. This process will be facilitated by the codification of best practices and the production of an online curriculum and video tutorials in Arabic that will allow this material to be disseminated more broadly.

Scaling BCtA’s Programme and Tools through UNDP

Throughout 2020, BCtA has continued to develop partnerships with UNDP programmes as well as the deepen relationships with long-standing partners via the streamlining of services. Through UNDP partners, BCtA has identified new ways to scale its tools, supporting a larger number of companies, and diversify its financial resources through new modalities, including earmarked funds, development services agreements and cost-recovery delivery models. UNDP’s presence in 170 countries and broad network of in-country partners of UNDP country offices and regional bureaux ensures that BCtA is uniquely qualified to fill gaps in the IB ecosystem. These partners will allow BCtA to achieve systemic impact at scale by connecting governments and innovative IB models, embedding operations into priority areas that will allow BoP populations to be reached more quickly and effectively.

Firstly, BCtA has been providing its services to UNDP projects and initiatives, including host UNDP entities FSH and IICPSD. Through these

partnerships, BCtA was able to mobilize resources from UNDP Country Office Equatorial Guinea and BADEA to support small businesses’ response to COVID-19 through the development of the *SME Action Platform*.⁴⁵

Furthermore, this collaboration with UNDP opens up new opportunities for the value of BCtA’s service offerings to be recognized by different partners, inside and outside the UN system. This includes the promotion of BCtA’s tools, for which:

- BCtA’s *Impact Lab* was mentioned in the UNDP-OECD ‘*Framework for SDG aligned finance*’ document as a supporting tool under the pillar ‘*Standards to improve market efficiency - Objective 3: Raise the bar on corporate and financial sustainability; building blocks for business and portfolio managers to include SDGs in their decision-making processes, set objectives and report on SDG alignment*’.⁴⁶
- BCtA’s *SDG Corporate Tracker Tool* was presented at the UN Knowledge Exchange for the 2021 VNR Countries Meeting in November. The tool will now be published in the Knowledge Exchange Booklet and distributed to VNR countries.⁴⁷

In the same way, BCtA has also opened up a space for dialogue and lesson-sharing amongst private sector actors through other UNDP initiatives:

- BCtA moderated the session ‘*Stock-taking on support to MSMEs: The impact of COVID-19 on MSMEs*’ in the webinar organized by the UNDP CoP on Poverty and Inequality, in which BCtA member company Sevamob presented its best practices on COVID-19 response.⁴⁸
- BCtA consulted multinational member companies about activities and focuses that they would like to see included in UNDP’s next

45 For more details about the *SME Action Platform* and the manner in which these partnerships are being implemented, see Section 2.2.

46 For more information about BCtA’s activities relating to the *Impact Lab* in 2020, see the subsection entitled ‘*Impact Lab 2.0*’ in Section 3.3.

47 For more information about BCtA’s activities relating to the *SDG Corporate Tracker* in 2020, see the subsection entitled ‘*SDG Corporate Tracker*’ in Section 3.2.1.

48 For more information about BCtA’s COVID-19 response, see Part II.

strategic planning cycle, welcoming 14 high-level representatives from 8 multinational companies to a roundtable consultation. This was notable for being the first time that companies were invited to provide their inputs into UNDP strategic planning consultations on behalf of BCtA.

- BCtA partnered with UNDP's SDG Impact project to provide an important knowledge source on the 'SDG Impact Standards for Enterprises'. BCtA is partnering with SDG Impact to incorporate SDG enterprise standards into its IMM programme and in the *Impact Lab*.

Furthermore, BCtA has advanced its partnerships for streamlining its services on a cost-recovery basis through the UNDP Regional Bureau for Asia and the Pacific (RBAP) and the UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) to access local and global private sector partners, including business accelerators, development agencies and stock exchanges. Partners reached through UNDP partners include Boost, ISIP, the Philippines Development Agency and the Thailand Securities and Exchange Commission, with a partnership with Youth Co:Lab focal points allowing BCtA to share its methodologies more widely in the 26 countries in which they operate and identify three youth-led startups to become BCtA member companies.⁴⁹

Advocacy and Thought Leadership on Inclusive Business

In 2020, BCtA has sought to position itself as a prominent thought-leader within IB and promote the concept of IB through its external partnerships. Much of this has adopted a COVID lens, including BCtA's contribution to the WEF-led COVID-19 Response Alliance for Social Entrepreneurs as a representative of UNDP alongside UNDP SDG

Impact working with social enterprises and startups tackling poverty under the non-financial support and unusual pioneers working groups.⁵⁰ However, other aspects of BCtA's partnerships have sought to expand IB promotion more generally.

Firstly, BCtA has become engaged in the Global Partnership for Effective Development Cooperation (GPEDC) in the Private Sector Engagement Working Group, led by the German co-chair of the GPEDC but established under a partnership between UNDP and OECD. As part of this, BCtA has presented its work in curating best practices of IB models partnering with governments to serve those that are being left behind as examples of the Kampala Principles in action to the Business Leaders Caucus (BLC) – a senior-level advisory group that provides strategic advice and policy guidance to the GPEDC from a private sector perspective.

Secondly, BCtA has developed the *Inclusive Business Operating Guidelines* in partnership with UNDP IICPSD, iBAN and IFC, and made these guidelines a focus of the webinar '*Building back better: Clarifying inclusive business*' delivered to a group of 50 experts from development cooperation agencies, governments, development finance institutions, business networks, investors, academics and companies. The guidelines revise the empirical framework that outlines the definitional boundaries of IB across all sectors and geographies, thus presenting a standardized system of analysis. The validation of these guidelines in 2021 will support the launch and dissemination of the *Model-Specific Inclusive Business Scoring Tool*.

In partnership with UNDP IICPSD and the French Government, BCtA produced a final draft version of the *Model-Specific Inclusive Business Scoring Tool* – an assessment framework which will support businesses, impact investors and governments in the identification of IBs and the

49 or more information about the partnerships as they relate to IMM, see the subsection entitled '*New Impact Management and Measurement Activities*' of Section 3.3.

50 For more information about how this partnership relates to COVID-19 response, see Section 2.1.

recognition of key areas in which a business is inclusive. Alongside this, four case studies were produced in partnership with New Caledonia-based Inclusive Trade through Innovation and Investment Platform (ITIIP), which served as alpha tests for the Tool and highlighted areas in which its accuracy and usability could be improved. Following the translation of the Tool and the associated supporting documentation to provide English- and French-language versions, the *Model-Specific Inclusive Business Scoring Tool* is planned to be released for use by IB-affiliated actors in the next reporting period.

This *Model-Specific Inclusive Business Scoring Tool* will therefore extend BCtA's existing range of tools, which promote IB at different levels of operation, providing a potential 'entry point' into IB by assessing current status whilst also offering a means to track the development of inclusive practices at the broadest level. Therefore, as well as serving as an identification tool, this asset could also support BCtA's entry into the IB conversion space. The Tool is now being considered for remodeling as a web-based program, which would allow it to reach a wider audience and improve its usability.

▼ Courtesy of MicroEnsure

Collaborations to Increase BCtA's Effectiveness in Outreach and Members' Results Reporting

In 2020, BCtA and Yunus Social Business (YSB) agreed to enter into a Memorandum of Understanding (MoU). Set to launch in early 2021, 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.

Seeking to expand its access to impactful but scalable IBs, BCtA established a partnership with The Hague Business Agency to make cross referrals of companies that could benefit from BCtA support, services and convening power.



Furthermore, in order to facilitate the lengthy and detailed risk assessment process that the BCtA Secretariat and UNDP must undertake for each aspiring member company, BCtA has negotiated a trial with global regulatory, risk and compliance company Exiger. This no-cost trial will start in 2021 and will give BCtA access to DDIQ, Exiger's AI-powered risk monitoring tool, to conduct research and screening on potential member companies. The objective for using the DDIQ Tool is to enhance BCtA's ability to effectively conduct quality and comprehensive risk screening and monitoring in alignment with *UNDP's Policy on Due Diligence and Partnerships with the Private Sector* in a regular and timely fashion. DDIQ will improve BCtA's ability to assess potential risks in engaging with companies across diverse sectors, countries and languages, particularly in relation to SMEs operating in low-income and low-resource countries where little information is available or accessible.

Finally, in 2020, BCtA has also partnered with the *SDG AI Lab* – a joint initiative of the UNDP's Nature, Climate and Energy Cluster, FSH and IICPSD – to identify potential opportunities for digital solutions to be integrated into BCtA's analytical tools and promote UNDP's understanding of the IB environment. Within the general scope of strengthening UNDP's internal capacity for delivering AI/machine learning-based solutions, BCtA created a concept note identifying key areas for implementation, which include the use of AI capabilities to organize and visualize data gathered through member companies results reporting, thereby allowing BCtA to utilize this information source more effectively and share insights with the IB community. While this initiative was launched in 2020 through internal webinars and consultation sessions, work will continue throughout 2021 to establish the most effective mechanisms for implementation.

3.5 Knowledge Management and Communicating BCtA's Work

Key Objectives

1. Position BCtA and its member companies as active thought-leaders in the field of IB through the regular publication and distribution of quality content that addresses leading issues related to IB
2. Maintain BCtA's website as a go-to platform for the latest developments and knowledge on IB, with a focus on promoting its range of toolkits
1. Continue to grow BCtA's social media audience and raise the number of quality interactions across BCtA accounts in order to support Objective 2 and achieve deeper engagement with strategic partners
2. Advance BCtA's knowledge management systems to efficiently capture the explicit and tacit knowledge produced by BCtA, its members, partners and relevant stakeholders, and ensure the strategic use of this knowledge to catalyze learning and catalogue evidence

In 2020, BCtA's external communication and knowledge-sharing activities have largely focused on the response to the COVID-19 pandemic, with many of BCtA's 'regular' activities also naturally adopting a COVID-19 lens. These are detailed in Section 2 of this report.⁵¹ However, the 'core' BCtA knowledge management and communications activities still remained, with BCtA also providing knowledge products and communications content focusing on BCtA member activities, the general benefits of IB and IMM, and reviews of the direction in which IB is heading in its next stage of development. Furthermore, 2020 has seen BCtA implement broad changes in the way in which content is communicated to stakeholders,

51 BCtA's COVID-19 survey, detailed in Part I with results provided in Section 1.1, should also be considered a key aspect of BCtA's knowledge management and communication activities in 2020.

in part due to current necessities and in part from a recognition that these changes will allow BCtA to scale-up the power of its communications and knowledge-sharing activities over the long term.

Driven by the need to communicate directly and quickly with member companies during the spread of COVID-19, BCtA set up a members' WhatsApp group, providing streamlined and instant information on appropriate COVID-19 responses and promoting BCtA activities relating to the pandemic. However, the platform will now also serve as a more immediate means of communicating with companies about all aspects of BCtA's operations following positive feedback from users. Notably, this represents the first step towards a planned peer-to-peer information-sharing service across multiple platforms that is intended to raise the extent of communication between companies and make it easier for companies to share effective actions relating to BoP commitments.

BCtA has also contributed to the FSH's *Private Sector Resource Mobilization Toolkit* by sharing details of its assessment and monitoring processes for private sector actors and toolkits aimed to help the private sector achieve impact. The intention of this Toolkit is to identify effective approaches for working with the private sector, with the Toolkit acting as an internal knowledge store that can be used by any UNDP team looking for advice for establishing processes relating to the private sector. As a result, BCtA's contribution to this Toolkit ensures that it is recognized as a leading organization within UNDP in the development of private sector engagement processes and a key source of institutional knowledge in this area.

Furthermore, BCtA is also developing four reports due for publication in 2021 that will place BCtA as a knowledge-producer in specific areas of the

IB ecosystem. These are BCtA's *Impact Report*,⁵² a white paper on the health-tech CoP,⁵³ a report on the Tunisian IB ecosystem,⁵⁴ and an *Inclusive Business Operational Guidelines* paper.⁵⁵

Media Presence

In 2020, BCtA published 67 pieces of content on its website, including 41 articles, 12 case studies, links to 3 resources – the Gender Masterclass, the *SDG Corporate Tracker* and the *SME Action Platform* – and 3 reports. Of these, 31 pieces were distributed via 3BL Media and nine were published on BCtA's Guardian Lab microsite.⁵⁶ These publications included 28 member profiles (including 6 impact case studies) and 12 articles on the activities and achievements of member companies in response to the COVID-19 pandemic. Four articles were written in collaboration with partner organizations and guest writers, including impact investor Vox Capital, IICPSD partners, the IB network iBAN and Assistant Secretary-General of UNDP Haoliang Xu. Furthermore, the BCtA communications team has also published several pieces to promote webinars and events, and ensured that all recordings of events and webinars are accessible online via YouTube, the BCtA website and Adobe Spark pages.

The articles written for BCtA's Guardian microsite included a Q&A piece on UNDP's role in promoting IB, as well as articles focusing on how women in tech can be drivers of growth, the success of IBs in contributing to SDG 1 (*No Poverty*) while operating in fragile contexts, the role that impact management can play in integrating the SDGs into the private sector, the impact of inclusive insurance, and the developmental potential that can be brought by internet connectivity and the growth of inclusive online societies, as enabled by BCtA member companies. These articles thereby reflect BCtA's primary thematic focuses and communicated the impact being achieved

52 For more information on the upcoming Impact Report, see the subsection '2021 Impact Report' of Section 3.3.

53 For more information on the upcoming health-tech CoP white paper, see Section 2.2.3.

54 For more information on the Tunisian IB ecosystem report, see Section 3.2.2.

55 For more information on the *Inclusive Business Operational Guidelines* paper, see Section 3.4.

56 Note that many articles were published via multiple platforms.

by member companies, whilst highlighting the potential for developing similar models that promote inclusive development in other sectors or regions. For the full list of published content and a breakdown of impressions and reader figures, see Appendix C.

This year also saw BCtA taking steps to diversify its media presence and the mechanisms that are used to connect with relevant audiences. This has included the expiration of BCtA's Guardian Labs partnership and a review of BCtA's partnership with 3BL Media in the recognition that alternative platforms and methods of communication provide better value per engagement and can also offer greater targeting of BCtA's primary audience: business leaders, investors, government representatives and regulators, and private sector-based development practitioners. As a result of this, BCtA has been canvassing possible media partnerships which most closely align with current priorities and provide a prospective audience that is likely to lead to high-quality engagement with BCtA under a constantly changing media landscape, with final decisions to be made in 2021.

This diversification has also included a move towards creating video-based content that is more engaging and more suited to the social media age of communications. For the first time, BCtA communicated its 2020 end-of-year performance against key performance indicators via video and produced a video promoting BCtA's Annual Forum. While it is difficult to measure the engagement produced by the former, being published only at the end of the year, the latter produced a high degree of engagement across all major social media platforms, undoubtedly contributing to the high turnout at BCtA's 10th Annual Forum. It is therefore expected that more direct forms of communication will become a key part of BCtA's communications strategy, given that this approach provides an effective vehicle to reach potential partners and offers a more direct mechanism for BCtA to communicate its activities.

Furthermore, BCtA has planned to make extensive revisions to its website in 2021, ensuring that the most engaging content is accessible to users

and that BCtA's key assets, namely its member network and its IB tools, are effectively promoted. This serves as an important task within BCtA's transition to online service delivery, given that BCtA's website will become an increasingly valuable marketing tool for BCtA's services, providing key first impressions to many potential BCtA partners. Providing (and ensuring easy access to) engaging content on this website is therefore vital for BCtA's future operations and BCtA maintaining its place as a front-line leader that supports IBs in facing both present and upcoming challenges. The revisions will ensure that BCtA remains a driving force for the progression of the IB ecosystem, helping IBs take advantage of new technological opportunities and transition to more efficient IB models.

BCtA-Managed Platforms

In 2020, BCtA's website was viewed 121,134 times by 55,000 users, while the *Impact Lab* was accessed almost 5,000 times over the course of the year with the top five countries for user engagement being (in order) India, the United States, Turkey, Thailand and the Philippines. This therefore largely reflects BCtA's geographic focuses in the delivery of IMM training (i.e. for Turkey, the Philippines and Thailand) and geographies where representation via BCtA membership is high (i.e. India). Meanwhile, the *Inclusive Business Management Practices Tool* was viewed almost 1,500 times and attracted 726 unique users.

BCtA has also continued to use social media as a prominent dissemination platform for its content and announcements, providing visibility and ensuring that content reaches a wider audience. As shown by the usage statistics below, LinkedIn has again been BCtA's fastest-growing platform in terms of the number of followers added, with BCtA's audience on this platform more than doubling in size over 2020. This reflects the platform's continued importance to BCtA in terms of providing a means of accessing a business-orientated audience. However, both Twitter and Facebook have also continued to provide BCtA's activities with widespread visibility.



BCtA's presence on **Twitter** remained strong, with almost 200 tweets producing 685,000 impressions and 5,757 direct views of BCtA's profile. Posts were retweeted over 1,300 times and liked 2,125 times, with more than 800 clicks on BCtA-shared-content links. Meanwhile, the page gained 585 followers, raising the total to 5,510.



With 82 posts in 2020, BCtA content was viewed 19,759 times on **Facebook**, producing 2,300 views of BCtA's page. Over the course of the year, the number of followers grew from 2,091 to 2,279.



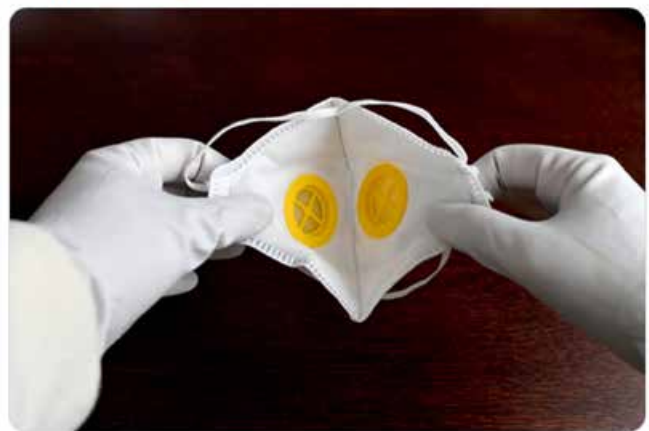
In 2020, BCtA doubled its **LinkedIn** following to 1,383, from 690 at the beginning of the year. With 114 posts producing an engagement rate of 6.2 percent (compared to UNDP's average of 4 percent), the page accrued almost 40,000 impressions with 1,345 unique clicks on BCtA-produced content.

In 2020, BCtA gained visibility across the UN system, particularly in regard to the campaign on COVID-19 response, with more engagement of senior leadership, including UNDP Administrator Achim Steiner and Assistant Secretary General Ulrika Mod  er, delivered through social media.



Achim Steiner
@ASteiner

It's [#innovation](#) to improve lives! Discover how [@UNDP](#) is supporting the [#privatesector](#) to respond to [#COVID19](#) through our Business Call to Action. [@BCtAInitiativ](#) [ow.ly/X8cs50zgCkb](#)



2:01 AM · Apr 18, 2020 · Twitter Web App



Ulrika Mod  er
@UlrikaModeer

Business Call to Action [@BCtAInitiative](#) Q&A series, Public Eye, examines partner priorities around issues at the [  ](#) of inclusive business such as [#SDGs](#) [#ClimateChange](#) [#WomensRights](#) and more. Read about my answers & ideas in [@guardian](#) [theguardian.com/business-call-...](#)

12:38 AM · Feb 20, 2020 · Twitter for iPhone



Ulrika Mod  er
@UlrikaModeer

How can businesses support the most vulnerable in value chains and times of crisis? [@UNDP](#) is proud to host [@BCtAInitiative](#) and we see a number of promising initiatives. Listen in today [  ](#)

Similarly, UNDP country offices and representation offices opened spaces in their social media to share BCtA's success stories with their audiences.



Используя высокие технологии и инновации, частный бизнес выходит на передовую борьбы с #COVID19, помогая национальным правительствам сдерживать вирус и смягчить социально-экономические последствия кризиса для уязвимых групп.
bit.ly/2xnVCp3 @BCtAInitiative



7:23 PM · Mar 25, 2020 · Twitter Web App



ユークレナ社、UNDPが主導する「ビジネス行動要請」に採択

Bangladeshの貧困農家の所得向上を目指して取り組む緑豆プロジェクトについて、ビジネス行動要請 @BCtAInitiative に @euglena_jp を採択しました。

[jp.undp.org/content/tokyo/...](https://jp.undp.org/content/tokyo/)



4:26 PM · May 11, 2020 · Twitter Web App

BCtA's 10th Annual Forum⁵⁷

In September, BCtA held its first virtual annual forum entitled 'Reimagining resilience through inclusive business innovation', which was scheduled to coincide with UN General Assembly (UNGA) week. The forum, which was based around the themes of building a sustainable and inclusive response to the COVID-19 pandemic through the private sector, included eight main stage discussions, three keynote speeches and welcoming remarks, and seven interactive sessions. It convened speakers and participants from UNDP, IB CSOs, impact investors, charities and foundations, social innovators, governments, development agencies and funds, the private sector, and academia from all around the world to discuss the future of IB and the role of the private sector in achieving the SDGs.

Receiving 979 registrations, 647 participants logging in to view the sessions live from across 83 countries (as facilitated by its 14-hour run time), the Annual Forum positioned BCtA as a key player within the IB ecosystem, especially in regards to COVID-19 response. It was also evident that the shift online had allowed BCtA to reach a new audience and extend the reach of its message, as facilitated by a marked effort to extend the relevance and impact of the forum beyond BCtA member companies and established partners for the first time. Therefore, recognizing this improved reach to cover different geographies, as well as the degree of positive feedback received from a variety of stakeholders, BCtA has already taken the decision to adopt this approach going forward and also host next year's event online.

⁵⁷ For more information about specific sessions and focuses of the Annual Forum, see Section 2.1 (regarding COVID-19 response), Section 2.2 (regarding BCtA's general thematic focuses) Section 2.2.2 (regarding the technology focus), Section 2.2.3 (regarding the health focus), Section 3.2.1 (regarding the Colombia-focused session), Section 3.2.2 (regarding the Tunisia-focused session) and Section 3.3 (regarding the Impact Champions focus).

Figure 26. Organizations represented at BCtA's 2020 Annual Forum



During the event, keynote speeches were delivered by high-profile individuals - including UNDP Assistant Secretary-Generals Haoliang Xu and Ulrika Mod er, Ambassador for Business and Development of Minbuza Steven Collet, Head of Unit for Global Sustainable Economic Development at Sida Kerstin Jonsson Ciss , AGFund Executive Director Nasser Alkahtani, Deputy Director General of the German Federal Ministry for Economic Cooperation and Development Uta B llhoff, and Ford Motor Company Clinical Professor of Business Administration and Ross School of Business, University of Michigan scholar Prof. Ted London - thereby raising the Forum's impact and highlighting BCtA's role within the IB ecosystem. Overall, however, BCtA provided representatives from 69 partner organizations (including donors, member companies and technical operational partners) the opportunity to speak at the event and engage with the audience on a wide variety of topics relating to the inclusiveness of the private sector and the private sector's COVID-19

response. These partner organizations are displayed in a word cloud format by Figure 26.

Major themes to come out of the event included: the role of bilateral and multilateral partnerships in aiding recovery, the opportunity to 'reset' the norms of business both during and following the COVID-19 pandemic, and the impact that businesses are already having in rapidly changing their operational models to raise security and adapt to new needs.

Following the Annual Forum, BCtA made all 18 of the sessions available to view online via its YouTube platform, thereby ensuring that interested parties could access the content even if they were not able to view a main stage session or participate in an interactive session, and thereby preventing attendees from being blocked from accessing content by their respective time zone.

Other Events, Discussions and Forums

In addition to organizing the Annual Forum, BCtA has also participated in key events, discussions and forums in 2020. These include:

International Women’s Day Event at Soho House Istanbul,⁵⁸ at which BCtA gave a talk on the role of gender within IB.

The United Nations Global Compact 20th Anniversary Leaders’ Summit,⁵⁹ which focused on how business can support communities to recover better, stronger and together from three global crises: health, inequality and climate. BCtA hosted or invited member companies into three breakout discussion sessions, entitled *‘Tech-enabled health innovations for COVID-19 response and recovery in low-income markets’*, *‘Adaptations to sales models and new market opportunities in the context of the COVID-19 crisis’*, and *‘Safeguarding low-income women in global value chains in COVID-19 response and recovery’*.

The High-Level Political Forum on Sustainable Development,⁶⁰ where BCtA participated in a sideline session entitled *‘Foster contribution to the SDGs at the national level’*; sharing the experience of implementing the *SDG Corporate Tracker* in Colombia in partnership with the National Government, the GRI and the Dutch Ministry of Foreign Affairs.

The SDG Finance Geneva Summit, at which BCtA was invited to present its experience in a session entitled *‘Business agility in times of COVID-19: Lessons learned from the Growth Stage Impact*

Ventures for the SDGs’ by moderating the discussion. This session focused on how SMEs in developing countries are turning threats deriving from COVID-19 into opportunities and how Growth Stage Impact Ventures is navigating the current crisis.

ImpactFest 2020,⁶¹ at which BCtA delivered two sessions on its IB tools: one on the *IB Maturity Journey* and one on the *IB Management Practices Toolkit*. These interactive sessions were also attended by BCtA companies currently undertaking impact management journeys who were able to share their experiences with the audience and promote these tools from the perspective of users. Combined, these sessions attracted an audience of 30 companies.

1st Regional Forum on Business and Human Rights in Eastern Europe and Central Asia, moderating the *‘Gender lens to the UNGPs in Eastern Europe and Central Asia’* session, as part of this Forum co-organized by UNDP and the UN Working Group on Business and Human Rights.

Business Fights Poverty’s Global Summit, delivering a webinar entitled *‘How can companies and others best work together to support MSMEs and rebuild better?’*. This session brought together business leaders to consider the steps that the business ecosystem can take to help small businesses, which form the backbone of the global economy, overcome the difficulties imposed by COVID-19. It was hosted by BCtA member company CEMEX, providing them with the opportunity to promote the success they have experienced in raising their impact with BCtA support.

58 For more details about the International Women’s Day Event at Soho House, see Section 2.2.1.

59 For more details about the United Nations Global Compact 20th Anniversary Leaders’ Summit, see Section 2.1 for a general overview and Section 3.2.1 for information about the BCtA Colombia team’s session *‘Adaptations to sales models and new market opportunities in the context of the COVID-19 crisis’*.

60 See Section 3.2.1 for more details about the BCtA’s session at the High-Level Political Forum.

61 ImpactFest is also listed within Table 1 *‘Impact measurement and management workshops in 2020’* under Section 2.4 as it was delivered as an IMM workshop.



04

PHASE III RESULTS

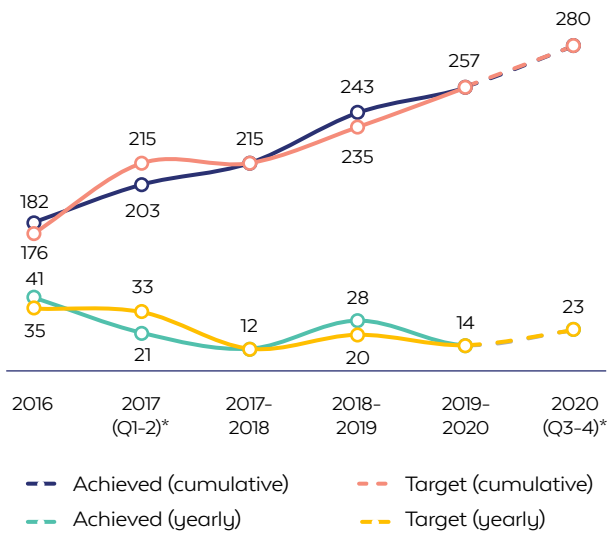
Looking back at 2020, it is also worth assessing recent performance in the context of the entire Phase in order to identify emerging trends and transformations, as identified through key performance indicators. In this section, BCtA's medium-term performance is displayed by charts of key outputs and outcomes over the last four and a half years (which incorporates both Phase III and a latter part of Phase II). Charts are presented in four sections according to the indicator's area of focus: outreach and membership, IMM, partnerships and communications, and country-level operations. It should be noted that, unless otherwise stated, figures are provided for the following time periods (inclusive): 2016 (January 2016–December 2016), 2017 (January 2017–June 2017), 2017–2018 (July 2017–June 2018), 2018–2019 (July 2018–June 2019), 2019–2020 (July 2019–December 2020). Therefore, reporting periods are not consistent, with January 2017–June 2017 and July 2019–December 2020 standing out for their 6-month and 18-month timeframes, respectively, which differ significantly from the other reporting periods' yearly timeframes. The most recent reporting period (July 2019–December 2020), which is reported in the Logframe in Appendix B, is split into two periods – July 2019–June 2020 and July 2020–December 2020 – in all figures (with some shown as separate x-axis values and

some as aggregated x-axis values) in order to show BCtA's recent performance disaggregated by the initial reporting period and the extension of six months. This reporting period shown by the logframe (July 2019–December 2020) differs from the 12-month standard as a consequence of the challenges brought by COVID-19 and the need to adjust the logframe in 2020 to better reflect the activities being implemented by BCtA in response to the crisis. Differences in reporting timeframes stem from needs at the time of operation; These non-standard timeframes are retained in this analysis as a result of the impossibility of separating targets from their respective timeframes.

Outreach and Membership

During Phase III, the number of member companies added by BCtA has fluctuated (as displayed by Figure 27). While BCtA has maintained a consistently deep pipeline of potential member companies at the application stage throughout Phase III, extra work has had to be undertaken recently to accord with rigorous due diligence processes and the additional need to receive due diligence approval from UNDP HQ. However, following the revision of application procedures in 2020, the number of member companies has been brought into line with expectations.

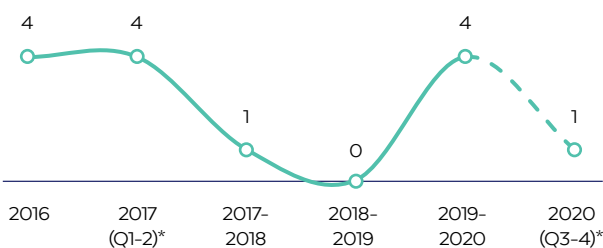
Figure 27. BCtA companies



Notes: * Indicates a reporting period of 6 months; Dashed line indicates that the results for 2019-2020 and 2020 (Q3-4) are aggregated in the logframe under the 2019-2020 reporting period.

Figure 28 shows that the number of recommitments has also fluctuated over the course of Phase III. This can be attributed in part to the due diligence bottleneck mentioned above (as recommitting companies require updated due diligence and internal approval), as well as to turnover within the BCtA team. However, the five recommitments in 2019-2020 (shown here as four commitments in 2019-2020 and one recommitment in 2020 (Q3-4)) reflect renewed closer engagement with long-standing member companies, who have shown more willingness to recommit to BCtA when they have been engaged more frequently by the BCtA team and network.

Figure 28. Recommitments



Notes: * Indicates a reporting period of 6 months; Dashed line indicates that the results for 2019-2020 and 2020 (Q3-4) are aggregated in the logframe under the 2019-2020 reporting period.

With the exception of the six-month reporting period of 2017 (Q1-2), the number of potential members that BCtA has encouraged to consider IB has grown year-on-year, as shown by Figure

29. This is due to BCtA’s increasing reach, as achieved through more trainings and events, and represents BCtA’s strengthened position within the IB sphere. The large increase in 2019-2020 can largely be attributed to BCtA’s shift to online service delivery and a rise in interest in IB during the COVID-19 pandemic.

Figure 29. Potential member companies encouraged to consider inclusive business

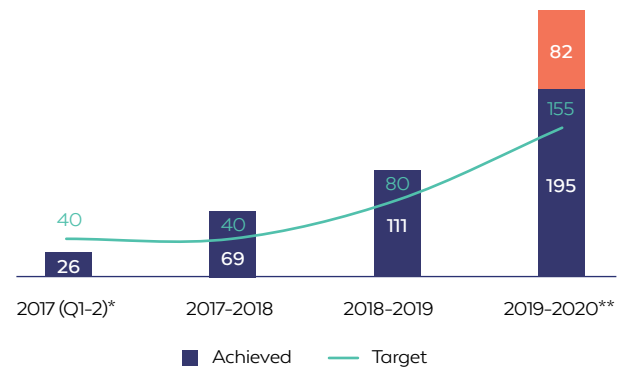


Notes: * Indicates a reporting period of 6 months; ** Indicates a reporting period of 18 months; Orange bar represents the proportion of 2019-2020 results that were delivered in 2020 (Q3-4).

Impact Measurement and Management

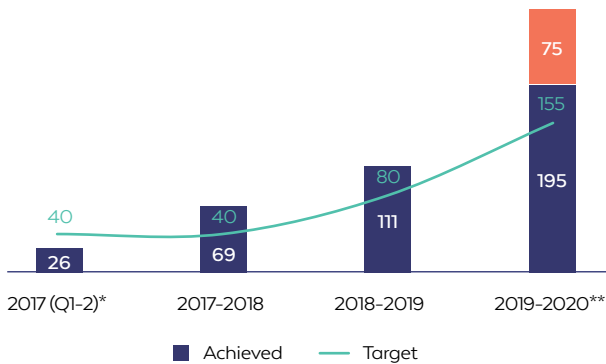
During Phase III, the extent of BCtA’s activities and influence in IMM has increased substantially, developing into a core element of BCtA’s service offering. This can be seen both by the number of companies receiving training on IMM and the number of companies adopting better IMM practices, as shown by Figures 30 and 31.

Figure 30. Companies receiving IMM training using BCtA’s tools



Notes: * Indicates a reporting period of 6 months; ** Indicates a reporting period of 18 months; Orange bar represents the proportion of 2019-2020 results that were delivered in 2020 (Q3-4).

Figure 31. Companies adopting better IMM practices through BCtA tools and guidance



Notes: * Indicates a reporting period of 6 months; ** Indicates a reporting period of 18 months; Orange bar represents the proportion of 2019-2020 results that were delivered in 2020 (Q3-4).

It can be seen in Figure 32 that, since 2016, the percentage of member companies reporting their annual impact has remained reasonably consistent, but with notable progress having been made over the past three years – largely attributable to improvements in the reporting processes used (especially in terms of the quality of the reporting software) and the extension of the reporting window in 2020. Despite anticipating reporting difficulties for companies due to the COVID-19 pandemic, which prompted the lowering of the target for 2019 reporting, 2020 actually saw a 5 percent rise in member reporting.

Figure 32. Percentage of member companies sharing annual progress reports

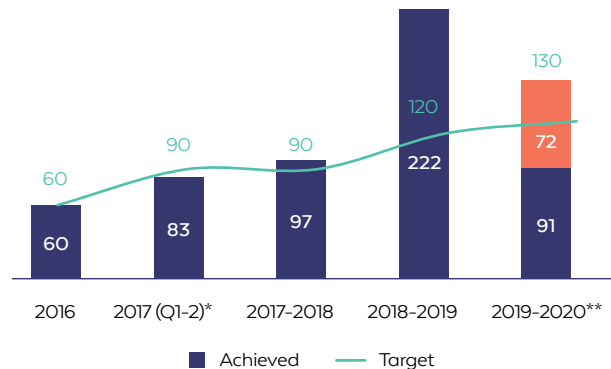


Notes: Data is provided on an annual basis for the previous year's performance, such that '2019' indicates data on 2019 performance provided in 2020; Figures are given in percentages.

Partnerships and Communications

Over the course of Phase III, BCtA's degree of media engagement increased significantly until 2019-2020 (as shown by Figure 33). However, despite this recent fall (which is largely attributable to a change in communications strategy and the adoption of a more direct form of engagement through a variety of online channels, including through increased social media engagement), the last reporting period has also seen BCtA exceed its media contributions and mentions target. Yet, recognizing this change in focus, through which BCtA has experienced significant growth in terms of its reach across alternative platforms, will require a change in assessment frameworks. Thus, from 2021, BCtA will shift to reporting results for engagement via social media and non-traditional media publication platforms.

Figure 33. Media contributions and mentions



Notes: * Indicates a reporting period of 6 months; ** Indicates a reporting period of 18 months; Orange bar represents the proportion of 2019-2020 results that were delivered in 2020 (Q3-4).

Figure 34 displays BCtA's participation in global events, which remained consistent over the first few years of Phase III. Notably, however, 2019-2020 has seen a marked rise in the number of events in which BCtA has participated. This can be ascribed to the general trend of holding events online due to COVID-19 restrictions, which has allowed BCtA to be represented at more events this year, and BCtA's position as a thought-leader in regards to appropriate private sector COVID-19 responses. Notably, the majority of these events came in the last six months of the year as a number of forums and discussions were delayed from the first six months of 2020.

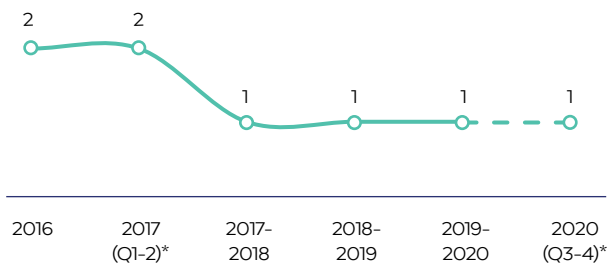
Figure 34. Number of global events in which BCtA participated



Notes: * Indicates a reporting period of 6 months; ** Indicates a reporting period of 18 months; Orange bar represents the proportion of 2019-2020 results that were delivered in 2020 (Q3-4).

As shown by Figure 35, BCtA’s thought-leadership contributions have remained stable during Phase III but have generally declined from the latter period of Phase II. However, this is in line with yearly targets and reflects BCtA’s prioritization of the production of in-depth research as part of its service offering. Notably, however, BCtA has four thought-leadership publications due to be released in 2021.

Figure 35. Thought-leadership publications



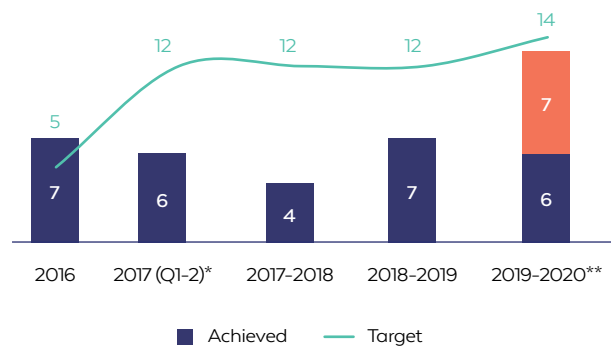
Notes: * Indicates a reporting period of 6 months; Dashed line indicates that the results for 2019-2020 and 2020 (Q3-4) are aggregated in the logframe under the 2019-2020 reporting period; Targets overlap exactly with results for all periods.

Country-Level Operations

Figure 36 demonstrates that, throughout Phase III, the number of commitments delivered by country-level engagement has been below target. While Colombia has been a focus country success story, as reflected by the presence of an extensive BCtA-led network of IB practitioners in Colombia and Latin America, a strong BCtA brand, and the embedding of IB in the private sector strategy of UNDP Country Office Colombia, BCtA’s overall country-level operations have

suffered from the same operational bottlenecks affecting membership at a global scale as well as a lack of consistent BCtA representation in other focus countries. The delayed start of focus country operations in Tunisia has also limited growth in focus country membership. Notably, however, 2019-2020 is the closest that BCtA has come to achieving its target over the past four years.

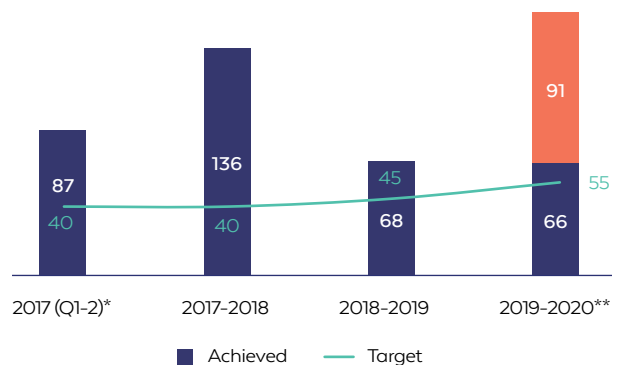
Figure 36. Commitments from country-level engagement



Notes: * Indicates a reporting period of 6 months; ** Indicates a reporting period of 18 months; Orange bar represents the proportion of 2019-2020 results that were delivered in 2020 (Q3-4).

The impact of BCtA tools has returned to the general Phase III trend after dropping off significantly in 2018-2019 (as shown by Figure 37). However, throughout Phase III, results have comfortably exceeded targets, reflecting the importance that many companies place on these tools and their potential to raise the impact achieved by private-sector actors in these countries.

Figure 37. Companies reached with BCtA tools in focus countries



Notes: * Indicates a reporting period of 6 months; ** Indicates a reporting period of 18 months; Orange bar represents the proportion of 2019-2020 results that were delivered in 2020 (Q3-4).





05

LOOKING TO THE FUTURE

The past year has also seen BCtA engage in a sustained effort to pivot its services towards the demands being received from partners to ensure that it continues to provide value for member companies and the wider IB ecosystem. Seeking to grow its relevance within the multitude of organizations working to promote IB and achieve development impact through the private sector, BCtA has looked to identify key opportunities that would allow for added specialization in the IB sphere whilst effectively utilizing the assets that BCtA has been able to build up over the course of 12 years supporting IBs.

This process began in earnest during the first few months of 2020, when, in planning a transition to a Phase IV Strategy, BCtA engaged in an extensive internal review of its current service offerings and the main sources of its value proposition, employing the support of an external consultant. As part of this, meetings with member companies (including corporations, national companies and SMEs), experts and key partners were held in order to gain insights into what BCtA services are valuable to members and how BCtA could adapt or extend its service offerings to meet the challenges that IBs and governments are facing to respond to the COVID-19 crisis, broadening BCtA's role as an expert in the transformation of businesses to tackle poverty.

As a result of this process, BCtA is building on its foundation of distinctive assets to respond effectively to the urgent needs brought about by the current crisis while also building a platform for programmatic and financial sustainability. After more than a decade at the helm of a movement driving IB growth, BCtA finds itself well placed to deploy its many assets in the service of advancing business models that alleviate poverty and address socioeconomic inequality. Especially important amongst BCtA's distinctive assets are

BCtA's robust membership with a qualified set of proven business models, a track record and unique offering in end-to-end IMM and thought leadership based on the systematization of best practices.

These assets set BCtA apart in the broader IB ecosystem in that BCtA serves as the only global membership network of vetted businesses tackling SDG1, acting as a point of reference for think-tanks, thematic networks and consulting firms. Both of these features enhance the credibility of the knowledge BCtA advances as well as the legitimacy of the private sector contributions to the SDGs being championed.

Over the course of 2020, BCtA has begun to implement new ways to deliver its value proposition, recognizing the need to adapt quickly in the current development context. This pivoting of BCtA's services includes the implementation of CoPs to create spaces for the cross-fertilization of ideas amongst companies, knowledge creation and sharing, the transition to a fee-for-service model and the creation of a tiered system of access for member companies and key partners, reaching out into new geographies where BCtA is currently underrepresented (notably in the Arab States). Therefore, whilst these solutions will continue to be implemented and refined in 2021 and beyond, they demonstrate that BCtA is enhancing its position within the IB ecosystem.

However, COVID-19 has caused a systemic-level disruption to the delivery of essential services. The COVID-19 pandemic has both increased the urgency of providing essential services to populations around the world as well as producing a requirement for new methods of delivery that conform to public health measures. These disruptions are also exacerbating preexisting disparities, which even before COVID were already

significant; Indeed, prior to the pandemic, 7 in 10 (or 4.4 billion) people globally were living on US\$ 10 or less a day,⁶² 54 million Africans were experiencing acute food insecurity,⁶³ and a full half of the world lacked access to essential health services.⁶⁴

Thus, the COVID-19 pandemic has created an even greater urgency for expanding access to the kinds of solutions nurtured by the BCtA network, especially in critical sectors, where the acute nature of the current challenges provides focus and precision on the deployment of BCtA's activities in the immediate term. Recognizing this, BCtA's extension of Phase III creates the necessary space for BCtA to refine the core elements of its work and be responsive to the pressing needs of the current hour.

A number of BCtA member companies already operate in sectors directly related to the delivery of essential COVID-relevant services, using digitally enabled COVID-resilient models, including telehealth, agritech, access to ICT services, and digital upskilling and skills development. These businesses operate proven models designed to serve the income-poor across multiple geographies and manage platforms that, amongst other impacts, deliver technology-enabled cost-effective healthcare, promote increased farm productivity and farmer income, provide livelihood skill development through e-learning services, and supply low-cost infrastructure that provides access to affordable internet services. The urgency of proliferating these types of IB models has never been greater, particularly in the support of Government delivery of essential services.

BCtA's access and ability to serve governments is a game-changer for the IB landscape as BCtA boasts a unique track record of aligning business activities with country SDG priorities, and, as an initiative of UNDP, has a mandate to help lead the UN on socioeconomic recovery. Therefore, in its upcoming operations BCtA will focus on inclusive

innovation, providing a bridge between business and government in focus countries. As part of this, in the next reporting period BCtA will develop country-based sectoral roadmaps, a guideline on inclusive procurement and a methodology for the effective replication of IBs, featuring inputs from academic, governmental and private sector partners. As a result of this pivot, BCtA will safeguard its position as a thought-leader and innovator in the field of IB.

This service line will first be established in partnership with UNDP country offices and regional bureaux to advance private sector- and government-led replication and the adaptation of IB models. Thus, it will combine a micro-level bilateral approach, working directly with IBs to replicate and scale existing successful models, with a macro-level network approach, as based on high-level advocacy. In addition, a further major pivot to be undertaken by BCtA in 2020 is the transition towards innovation as part of the inclusive innovation-through-replication journeys with governments, which proposes positioning BCtA as a facilitator of inclusive innovation processes that replicate and adapt proven IB models in new markets or geographies.

In replicating proven IB models, the programme provides a number of advantages over standard innovation models, preempting many of the potential pitfalls inherent in the adoption of innovative solutions. Foremost among these benefits is that the proven viability of these models to serve the income-poor will ensure that innovative approaches reach a scale that reflects their ability to sustainably solve development challenges with long-term solutions rather than as untested potential fillers of development gaps. This mitigation of risk is all the more important given the ability of the private sector to meet local needs in a time when governments are seeking to serve poor populations within a shrinking fiscal space.

62 UN DESA Statistics Division, 2020. SDG Indicators. <https://unstats.un.org/sdgs/indicators/database/>.

63 World Food Programme, 2020. COVID-19: Potential impact on the world's poorest people. <https://docs.wfp.org/api/documents/WFP-0000114040/download/>.

64 World Bank and WHO, 2017. Half the world lacks access to essential health services, 100 million still pushed into extreme poverty because of health expenses. <https://www.who.int/news/item/13-12-2017-world-bank-and-who-half-the-world-lacks-access-to-essential-health-services-100-million-still-pushed-into-extreme-poverty-because-of-health-expenses>.





▲ Courtesy of BLUETOWN

05

CONCLUSION

In common with much of the rest of the world, 2020 has brought an unprecedented level of challenge to BCtA and has required a fundamental shift in BCtA's manner of engagement with stakeholders and a reassessment of BCtA's core activities and priorities. COVID-19 has tested BCtA's capacity to act quickly and decisively in order to support its membership base, promote the practice of IB and continue to deliver against targets in the context of global instability. It is a task that the BCtA team has been able to meet, delivering assistance to companies and developing products and services that serve the whole IB ecosystem in a time of great need, whilst continuing to sustain the day-to-day operations necessary to advance BCtA's services over the coming phase.

In the search for effective approaches to achieving business continuity and supporting BoP populations, BCtA member companies have been open to sharing their experiences of COVID-19 response, the key resources they identified and the revisions they have made to their business models. This has highlighted the importance of BCtA's member network and the support that thematic CoPs of companies can provide to each other, as well as the great potential in connecting businesses in the interest of offering mutual support. By developing and sharing cases studies of effective responses by member companies (and especially BCtA's Impact Champions), BCtA has been able to assist in the replication and evolution of private sector responses.

In addition, many businesses have used the pandemic as a catalyst to convert part of their business operations online, by digitalizing their production processes, communications, sales channels and partnerships with suppliers and distributors, thereby both increasing access and raising efficiency. The identification of profitable, but socially impactful, new business opportunities in tech-enabled healthcare services, communications and digital access, health and sanitation products, and tech-enabled agriculture have allowed BCtA member companies to respond to the crisis and protect their own futures as well as those of the BoP.

BCtA's own transition to digital, as driven in large part by the COVID-19 pandemic, has opened up new opportunities and expanded receptive audiences – as evidenced by the large increases in attendees at webinars and events (most notably at the 2020 Annual Forum) – and has further expanded BCtA's global reach. This shift has also highlighted the potential of scaling-up BCtA's operations through access to a wider range of IB-engaged actors and the efficiency benefits that can derive from a digitally enabled service delivery model, which, though brought on by the COVID-19 crisis, is set to remain in place.



Additionally, however, 2020 been a year of significant internally driven change at BCtA, most notably in the development of new service lines and the reformatting of BCtA's place within the IB ecosystem. Refining BCtA's positioning and service offer, diversifying and consolidating new financial resources, expanding key IMM services, redefining membership screening processes, implementing solutions in new geographies, establishing peer-to-peer learning journeys with BCtA members and embarking upon a new replication-through-innovation service line demonstrates the progress that has been made in 2020.

Furthermore, throughout 2020, it has been evident that these changes have brought a greater focus on BCtA's most valuable assets - the BCtA member network, BCtA's tools and resources (especially IMM services and the *Impact Lab*), and BCtA's knowledge of IB and understanding of impactful business models - meaning that these assets must be placed at the forefront of BCtA's new approach moving forward. As BCtA seeks to support the UN-adopted *Build Back Better* concept of post-COVID-19 recovery, these assets will be vital to ensuring that IB is recognized as an effective tool for reducing inequalities and building social resilience, as well as producing cutting-edge solutions for creating more inclusive economies.



▲ Courtesy of Mountain Hazelnuts

APPENDICES

Appendix A: Base of the Pyramid Threshold Justification

The concept of people living on between US\$ 4 and US\$ 10 a day being considered vulnerable is based on evidence that a considerable share of households above a given poverty line are usually vulnerable to falling below that line over time. There is growing consensus that the US\$ 10 threshold, at five times the poverty line, is associated with

economic security and *insulates* people from falling back into poverty. This income threshold follows a practice that is gaining acceptance and has been applied by the World Bank,⁶⁵ researchers at the OECD,⁶⁶ the development community,⁶⁷ and the private sector.⁶⁸

65 The World Bank, 2007. Global economic prospects: Managing the next wave of globalization. <https://www.worldbank.org/content/dam/Worldbank/GEP/GEParchives/GEP2007/381400GEP2007.pdf>; The World Bank, 2015. A measured approach to ending poverty and boosting shared prosperity: Concepts, data, and the twin goals. <https://www.worldbank.org/en/research/publication/a-measured-approach-to-ending-poverty-and-boosting-shared-prosperity>.

66 OECD Development Center, 2010. The emerging middle class in developing countries. <http://www.oecd.org/dev/44457738.pdf>.

67 Dadush and Shaw, 2011. Juggernaut: How emerging markets are reshaping globalization. Carnegie Endowment for International Peace; Birdsall, Lustig and Meyer, 2013. The strugglers: The new poor in Latin America?. https://www.cgdev.org/sites/default/files/2014-03-19_BirdsallLustigMeyer_Strugglers_wcvr_0.pdf; López-Calva and Ortiz-Juarez, 2014. A vulnerability approach to the definition of the middle class. <https://core.ac.uk/download/pdf/6258575.pdf>.

68 McKinsey & Co., 2010. Capturing the world's emerging middle class. <https://www.mckinsey.com/industries/retail/our-insights/capturing-the-worlds-emerging-middle-class>.

Appendix B: Logframe

Outcome level

Note: Due to the COVID-19 crisis, BCtA's programme and logframe were adjusted to operate according to a lean version in the first six months of 2020. Activities, output and outcome targets, and June 2020 baselines were adjusted (and approved by the DSC) to reflect the impact of the pandemic on IB enterprise continuity, on country-level activities, and on convenings and travel. To keep commitments in line with programme results, many activities were converted to digital platforms and others were reevaluated.

INDICATORS	BASELINE (End of Year 2)	YEAR 3 TARGET (July 2019 – June 2020)	RESULT (30 June 2020)	JULY – DEC 2020 Target	RESULT (31 December 2020)	NOTES
Outcome A: IB is recognized as an effective approach for achieving the SDGs						
Recognition of IB as PS contribution to SDG global agenda (Yes/No)	Yes	Yes	Yes	Yes	Yes (recognition through active engagement)	Through its active engagement in relevant events at the global and country levels, as well as thought leadership and media presence, BCtA has actively contributed to the recognition of IB as a private sector-based contributor to the SDGs (including 539 attendees at the Annual Forum)
Indicators to track IB models' contribution to the SDGs defined	40 indicators from SDGs developed and integrated into the <i>Impact Lab</i>	Continued integration	Indicators developed in two service lines (new commitments and <i>Impact Lab</i>)	Continued integration	Indicators developed in additional service line (<i>SDG Corporate Tracker</i>)	Gender-disaggregated reporting indicators under commitments made by member companies implemented; COVID-19-sensitive indicators added to the <i>SGD Corporate Tracker</i> ; Indicators reviewed to include gender-disaggregated impacts in <i>Impact Lab 2.0</i>
IB included by leading corporate sustainability standards as a measure of responsible business practices	Yes	Yes	Yes	Yes	Contributing to this via BCtA's tools (incl. the <i>IB Management Practices tool</i> and <i>Impact Lab</i>) and outreach	Continuously contributing to this outcome

Outcome B: The credibility of IBs' results and integrity is improved

Evidence of IB contribution to SDGs improved	Evidence delivered	Evidence delivered	Evidence delivered	Evidence delivered	Evidence delivered	Evidence delivered from 2019 results reporting
Number of participating companies that adopt better impact measurement practices through BCTA tools and guidance	91 companies using BCTA's impact management approach (21 BIMS, 70 companies using the <i>Impact Lab</i>)	130	184	155	585	21 companies through BIMS, 264 companies using the <i>Impact Lab</i> , and 307 reached through workshops
Members and other stakeholders perceive improved credibility of IB commitments and BCTA's membership and impact measurement support	Achieved	Achieved	Achieved	Achieved	Achieved	Increased demands for BCTA's services, including in IMM, from both UNDP country offices and partner organizations at the local and global level

Outcome C: IBs increase their effectiveness and scale

Members adopting good IB management practices	Typology validated	Track good management practices and assess link with progress made	Good management practices tracked and link with progress made assessed through <i>IB Management Practices Tool</i>	Track good management practices and assess link with progress made	Good management practices tracked and link with progress made assessed through <i>IB Management Practices Tool</i>	-
Number of follow-on commitments	-	-	4	-	5	Direct Fresh, Pinar Dairy, Sevamob, Corpocampo and H&M
Number of commitments that report growth	92 percent in 2017 reporting	-	94 percent in 2018 reporting	-	95 percent in 2019 reporting	-
Number of member companies that perceive BCTA tools have helped them improve their effectiveness and scale	-	Achieved	Achieved	Achieved	Achieved	Evidence of impact of BCTA tools received, companies engaged in the revision process of BCTA's service lines and services designed in accordance with company demands

Output level

OUTPUT INDICATORS	BASELINE (End of Year 2)	YEAR 3 TARGET (July 2019 – June 2020)	RESULT (30 June 2020)	JULY – DEC 2020 Target	RESULT (31 December 2020)	NOTES
Output 1: Increased number of high performing commitments						
1.1 Number of potential member companies that BCtA has encouraged to consider IB annually	759	550	1,557	600	2,790	Includes proportional figures for audiences reached through COVID-19-based webinars, which have been receiving large audiences
1.2 Number of BCtA companies (<i>cumulative</i>)	243	257	257	280	280	4 companies included in this total are currently waiting for RAT approval by UNDP HQ so that they can be submitted to the DSC but approval procedures were completed by BCtA in 2020
1.3 Number of BCtA commitments (<i>cumulative</i>)	254	-	271	-	294	-
1.4. Number of companies using BCtA's SDG and IB Maturity Journey and <i>IB Management Practices Toolkit</i>	Offline: 41 Online: 63 Total: 104	126	Offline: 52 Online: 74 Total: 126	170	Offline/ Webinars: 87 Online: 126 Total: 213	BCtA conducted workshops in Lagos (19 companies attending), Cairo (10), Utrecht (20), Istanbul (3) and online webinars (87); Online maturity diagnostics were used by 74 organizations (figures reported for December 2019)
1.5 Relevant role at critical global/regional events	4	Co-host at least 2 events, incl. Annual Forum	Hosted or co-hosted 3 events, incl. Annual Forum	Co-host at least 1 event (online Annual Forum)	Hosted or co-hosted 10 events, incl. Annual Forums	Organized 2019 Annual Forum on the sidelines of the 74th session of the UNGA and the 2020 Annual Forum via a web-based platform. Organized a session during or participated in the CSR Summit in Bratislava, the First Regional SDG Summit in Astana, the MENA BoP Summit in Cairo, the SDG Finance Geneva Summit, a high-level side event entitled "Foster business collaboration to the SDGs at the national level," a UN Global Compact anniversary event, a Business Fights Poverty event and ImpactFest. Additionally, multiple webinars hosted and co-hosted on COVID-19 response.

1.6 Selection process and criteria published	Applied	Reviewed	Reviewed	-	Reviewed	New indicators with a specific focus on gender-based impact implemented and being employed by new member companies
1.7 High performer category defined and implemented	Applied	Applied and reviewed	Applied and reviewed	-	Applied and reviewed	The <i>Inclusive Management Practices Tool</i> implemented and being used by a wide range of IBs in order to identify high performers
1.8 Global media and event partnerships	2 existing partnerships being implemented	Partnerships reviewed and strengthened	Partnerships reviewed and strengthened	-	Partnerships reviewed and strengthened	-
Output 2: Increased impact measurement and reporting						
2.1 Interactive impact measurement toolkit	All 4 modules developed and launched	All 4 modules developed, publicly available and deployed	Reached	-	Reached	The full version of the BCtA <i>Impact Lab</i> available for member companies and non-members to measure and manage impact on the SDGs. The toolkit has been revised following the roll-out and an updated version delivered. The tool was translated into Spanish and French and a new feature for screening the companies based on the IMP methodology was added.
2.2 Online and offline capacity-building on impact measurement using BCtA's toolkit (<i>cumulative indicator</i>)	111 companies	130 companies	195 companies	155 companies	270 companies	Includes online and in-person workshops
2.3 Percentage of required member companies who share their annual progress report	67 percent	Over 55 percent	40 percent (ongoing)	Over 55 percent	72 percent	The introduction of a new online process to transition members' reporting into a company-led process that requires fewer inputs from the BCtA Team in 2019 experienced log-in and IT issues. However, following the pilot phase, this automated reporting system increased the proportion of companies reporting in 2020.
2.4 Collaboration with key players in the SDG measurement space	Collaborating with 4 key players in the SDG impact management space	Collaboration reviewed and strengthened	Collaboration reviewed and strengthened	Collaboration reviewed and strengthened	Collaboration reviewed and strengthened	Partnerships with Innovation for Social Impact Partnership, imece, SDG Impact, the IMP, the GRI, Acumen Fund and the Impact Hub strengthened

Output 3: Documented evidence and analysis on how IB can be leveraged for the SDGs

3.1 Thought leadership contributions published	1	Develop and publish thought leadership contribution(s) including 5 selected cases documented	1 report, 28 blogs, 14 Guardian microsite stories and 11 webinars	Develop and publish thought leadership contribution(s) including 5 selected cases documented	2 reports, 42 blogs, 19 Guardian microsite stories, 2 videos, 12 case studies and 12 webinars	<p><i>What does it take to go big? Management practices to bring inclusive business to scale and WEF report: COVID-19 action agenda leaders on the frontline.</i></p> <p>Impact Report currently under development with Oxfam and IICPSD partner organizations and due for publication in early 2021, an IB operational guidelines paper is planned to be developed under a consultancy with iBAN, a white paper is planned on the replication of health-tech IB models and the Tunisia Inclusive Business Ecosystem Report is currently under development and due for publication in early 2021.</p>
3.2 Number of BCtA media contributions on IB (own and from others) (yearly indicators)	123 media contributions and 99 media mentions	100	51 media contributions and 40 media mentions	130	163 (96 media contributions and 67 media mentions)	-
3.3 Benchmarking of progress and management practices; aggregation methodologies developed	Methodology developed	Methodologies reviewed and applied	Methodologies reviewed and applied	-	Methodologies reviewed and applied	Benchmarking Tool integrated within the Inclusive Business Management Practices Tool; Data captured will help to create a stronger benchmarking tool for future users
3.4 BCtA Communications/ Dissemination Strategy and Implementation Plan aligned with the Phase III and materials developed	Applied	-	-	-	-	-

Output 4: Country-level mobilization of commitments towards SDG contributions

4.1 Number of country-level engagements	Bangladesh, Tunisia and LATAM: Colombia, Honduras and Costa Rica	2	2	2	5	Two focus countries: Colombia and Tunisia Three countries with targeted BCtA service delivery: Philippines, Thailand and Turkey
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4.2 Number of new commitments as a result of BCtA country-level engagement	7	6	6	14	13	<p>Bangladesh: Euglena Co. Ltd.</p> <p>Colombia: Bavaria & Cía S.C.A., Brand Solutions, Caravela Ltd., Cacao Nahua, Elepha S.A.S, Hogaru, Lohas Beans, PROST, Resuelve tu Deuda and Takami S.A.</p> <p>Tunisia: Committed to Good and Redstart Tunisie</p> <p>The below-target number of member companies is largely due to delays in the conduct of due diligence procedures and in-country issues related to the COVID-19 pandemic.</p>
4.3 Companies reached through online and offline capacity-building on SDG/IB Maturity Tool, Management Practices and Impact Measurement tools delivered in those countries	68	50	66	55	157	<p>Philippines: 42 companies trained on impact measurement and management practices.</p> <p>Colombia: 41 companies trained on impact measurement and management practices and 5 as part of the Impact Champions Programme.</p> <p>Bangladesh: 1 company trained as part of the Impact Champions programme.</p> <p>Tunisia: 68 private sector stakeholders in gender masterclasses.</p>
4.4 Country-level publications on IB's contributions to SDG	-	Nil	Nil	1 country-level publication completed	Nil	<p>As a result of the postponement of the incorporation of Tunisia as a focus country, planned country-level publications were delayed. A publication on the Tunisian ecosystem is currently under development and is expected to be completed by early 2021.</p>
4.5 Number of SDG and IB public-private dialogues facilitated	-	2 country-level dialogues facilitated	2 (Colombia and Tunisia)	1 country-level dialogue facilitated	5	<p>Scoping mission to Tunisia undertaken to strengthen partnerships with in-country actors, with a mapping and stakeholder consultation exercise now underway in Tunisia; and webinars/online discussions held on business response to the COVID-19 pandemic, gender equality and BCtA tools in Tunisia and Colombia; and webinars/online discussions held on business response to the COVID-19 pandemic, gender equality and BCtA tools with Tunisia and Colombia as key stakeholders through online roundtables and webinars (UNGC, HLPF, BCtA Annual Forum and webinars). Other public-private dialogues facilitated in the Philippines, Thailand and Turkey.</p>

Appendix C: BCtA-Produced Content

DATE OF PUBLICATION	TITLE	NUMBER OF VIEWS*
29 January	Creating livable urban communities for low-income Colombian families by providing affordable housing and green living spaces	BCtA: 23 3BL: 26,913/6,082
30 January	Danish internet service provider is enabling higher standards of living by connecting underserved communities to affordable internet (published by 3BL as: Enabling higher standards of living by connecting underserved communities to affordable internet)	BCtA: 192 3BL: 31,463/5,163
30 January	Lessons from emerging economies: How women in tech can be drivers of growth	The Guardian: 599
20 February	Public eye: Emerging trends and top priorities in inclusive business (published in The Guardian as: Emerging trends and top priorities in the world of inclusive business: A Q&A with the UNDP)	3BL: 27,030/6,624 The Guardian: 515
21 March	BCtA companies at the forefront of response to COVID-19	BCtA: 489 3BL: 23,559/4,479
26 March	How UNDP's BCtA private sector is helping fight COVID-19	BCtA: 591 3BL: 39,361/3,625
27 March	Mobile technology connects smallholder farmers with global producers	BCtA: 202 3BL: 33,624/9,351
1 April	Building a sustainable mung bean farming system in Bangladesh	BCtA: 383 3BL: 25,811/5,179
3 April	BCtA members continue COVID-19 pandemic fight	BCtA: 216
7 April	Responding to COVID-19: Guidelines for engaging with the BoP	BCtA: 219
15 April	COVID-19 and the private sector: For unprecedented times, extraordinary measures	BCtA: 128
16 April	COVID-19 y sector privado: Medidas extraordinarias para una época sin precedentes	BCtA: 68
16 April	Colombian restaurant supports local talent by hiring and buying locally	3BL: 43,455/5,936
23 April	A company uses Ebola experience to combat COVID-19	BCtA: 55
28 April	Desafíos y soluciones para la continuidad de las empresas en Colombia	BCtA: 83
5 May	How to create value through impact management in 5 steps	BCtA: 299 3BL: 31,859/7,140
5 May	Business continuity and protecting the BoP during COVID-19	BCtA: 221 3BL: 20,114/5,100
13 May	Bringing affordable life and health insurance to low-income earners in Sri Lanka	BCtA: 112 3BL: 19,316/5,070

14 May	Challenges for women in supply chains (published via 3BL as: Masterclass on women in supply chains by Business Call to Action and Oxfam – May 14 at 8am ET)	BCtA: 215 3BL: 30,695/6,834
18 May	Results of survey on impact of COVID-19 on companies	BCtA: 1,394 3BL: 27,295/5,473
18 May	Offering secure and reliable working conditions for cleaners in Colombia	BCtA: 68 3BL: 24,676/4,161
29 May	Masterclass series: Gender equality for business (published via 3BL as: Masterclass on business and gender equality by Business Call to Action and Oxfam – May 12 at 8am EST (12:00 UTC))	BCtA: 127 3BL: 27,408/8,659
4 June	Changing habits around menstrual hygiene in Bangladesh	BCtA: 22 3BL: 31,236/7,142
4 June	Masterclass series on gender equality for business by UNDP's Business Call to Action and Oxfam	3BL: 18,614/6,935
8 June	Tailoring insurance products for all income levels in Bangladesh	BCtA: 36 3BL: 19,752/5,241
22 June	Locusts and COVID-19: How weather data can help build resilient, sustainable food systems	BCtA: 89
23 June	Unique retail chain provides affordable and nutritious food to low-income workers in Bangladesh	BCtA: 117 3BL: 22,264/7,587
29 June	Solar lights, digital finance and acai berries from the Amazon: How three inclusive businesses are tackling poverty	BCtA: 39 The Guardian: 247
30 June	Recap: Solutions and support for women-led businesses to navigate COVID-19	BCtA: 80 3BL: 23,169/4,355
1 July	SDG Corporate Tracker launched: A platform to measure private sector contribution to the SDGs	BCtA: 438 3BL: 20,721/5,338
14 July	Inclusive business is a key solution in the post-COVID-19 world	BCtA: 102 The Guardian: 668
16 July	Impact case study: Banka BioLoo (published via 3BL as: Case study: Impact of installing bio-toilets on school children in India)	BCtA: 69 3BL: 29,425/5,377
17 July	Leading Colombian coffee exporter expands mandate to strengthen farming communities	BCtA: 209 3BL: 27,722/6,326
27 July	Colombian beverage company partners with small-scale farmers to create sustainable supply chains	BCtA: 99 3BL: 20,886/4,814
29 July	Impact case study: Mountain Hazelnuts	BCtA: 209 3BL: 23,818/4,939
4 August	Moldovan education company increases youth employment through IT training	BCtA: 58 3BL: 29,039/6,129
6 August	Impact case study: Pinar (published by 3BL as: Understanding the impact of supporting small-scale milk producers in Turkey)	BCtA: 160 3BL: 56,015/6,559

11 August	Cacao bean exporter and chocolate producer boosting livelihoods of rural farmers in Costa Rica	BCtA: 272 3BL: 47,965/4,881
21 August	Ugandan tech company fights crop loss with innovative packaging	BCtA: 168 3BL: 66,177/5,063
10 September	Coffee for Peace wins prestigious Business for Peace Award	BCtA: 119 3BL: 59,949/5,098
13 September	Impact case study: Shubham Housing Development Finance Company	BCtA: 86
23 September	Business Call to Action 10th Annual Forum: Reimagining resilience through inclusive business innovation	3BL: 51,005/4,434
16 October	Digital innovation in building a sustainable, fair and inclusive future	BCtA: 32
19 October	Impact case study: DBL Group	BCtA: 105
19 October	Colombian restaurant group closes social gaps in the food production chain	BCtA: 39
19 October	Impact case study: Rafiki Microfinance Bank	BCtA: 61
30 November	Building bridges with bytes: How businesses are closing the digital divide	BCtA: 21 The Guardian: 98
11 December	Inclusive innovative insurance: Pragmatic solutions for the economically vulnerable	BCtA: 11 The Guardian: 123
11 December	How agritech can enable resilience in small farming communities	The Guardian: N/P
14 December	Impact management: Lessons from the private sector	BCtA: 7 The Guardian: 21
15 December	Irrigation systems reduce effects of climate change for Kenyan farmers	BCtA: 57
18 December	Business solutions for poverty eradication	The Guardian: N/P
23 December	A happy new year from BCtA	BCtA: 16

Note: 3BL data is presented in the following format: impressions/page views; 'N/P' indicates information not provided; BCtA's partnership with 3BL Media expired in September.



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