BUSINESS
CALL TO
ACTION

2019
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 $10 per day in purchasing power in 2015 US dollars – as consumers, producers, suppliers, distributors of goods and services and employees.

BCtA is a unique multilateral alliance among donor governments, including the Dutch Ministry of Foreign Affairs, the Swedish International Development Cooperation Agency (Sida), the Swiss Agency for Development and Cooperation, the

UK Department for International Development (DfID), and the United Nations Development Programme, which hosts the secretariat. Almost 250 companies, ranging from multinationals to social enterprises, and working in 72 countries, have responded to BCtA by committing to improve the lives and livelihoods of millions in developing countries through access to markets, financial services, affordable healthcare, water and sanitation, education and other critical services. BCtA member companies are market leaders that provide examples of successful, profitable and scalable models for reaching poor communities and contributing to global development.

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

Sweden
Sverige

Ministry of Foreign Affairs of the Netherlands

UKaid
from the British people

UNDP
Empowered lives. Resilient nations.

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Management's Comments

As we welcome in a decade that is to define the extent of humanity's progress towards the 2030 Sustainable Development Goals (SDGs), now is an appropriate time to reflect on what Business Call to Action (BCtA) has achieved over the past year, key challenges faced in the context of rapidly changing business environments and the potential opportunities for raising the impact and scale of inclusive business (IB) globally.

In 2019, BCtA welcomed 23 new members, increasing our support to 249 companies implementing inclusive business models across 72 countries. Our new members, through their inclusive business models, brought digital solutions to rural Africa, leveraged mobile technology to make healthcare and skills training widely accessible, engaged with ethical sourcing across supply chains and provided affordable credit for constructing homes.

The year also saw a significant increase in the proportion of member companies employing advanced technologies to achieve inclusivity, with 40 percent of our new members committing to reaching low-income communities through technology. In the same line, BCtA contributed as a thought leader in global discussions on how technology can provide opportunities for those living at the base of the economic pyramid (BoP).

Our focus on positioning gender equality as a key element of inclusivity and a prominent driver of social and economic growth continued to be reflected through our member companies as we welcomed gender-focused IBs and impelled new and existing member companies to consider their gender-specific impact.

Meanwhile, we continued to provide support and services to our member companies through training programs, assisting them understand how best to implement IB agendas, achieve impact and reach scale. Of these tools, the *Impact Lab,* continued to gain traction in 2019 within the UNDP. We collaborated with six country offices - including Armenia, Indonesia and the Philippines, on impact clinics to IBs and startup ventures participating in impact accelerator programmes – demonstrating the value of BCtA tools across different stakeholders. For BCtA's member companies, the *Impact Lab* is a simple and effective tool for developing their impact measurement and management framework and data collection plans. Twenty-eight member companies benefited from ongoing training and technical assistance over six months as part of the Impact Champions Programme, out of which 15 companies began to collect evidence of impact on their BoP stakeholders.

Our *Inclusive Business Management Practices Tool* and its supporting report *What does it take to go big? Management practices to bring inclusive business to scale* was also launched in 2019, drawing on a decade of experience supporting a diverse group of IBs. The tool is specifically designed to support multinational corporations in the identification, characterization and implementation of their IB objectives, providing specialized support frameworks that can drive more effective management and monitoring of inclusivity targets.

Our work in focus countries also gained momentum in 2019. In partnership with the Government of Colombia, UNDP Colombia and the Global Reporting Initiative (GRI), we developed the *SDG Corporate Tracker,* an important service that standardizes the structure for assessing companies' contribution to the achievement of the SDGs in their operations,

CSR activities, and products and services.

In Tunisia, we engaged with the country office and relevant partners to target support and help IBs prosper while improving the lives of those living at the base of the economic pyramid.

Overall, BCtA is well placed to offer support to UNDP's network of actors, which are increasingly engaging the private sector in development projects for increasing access to income and providing economic opportunities to the BoP. With more than a decade of experience in working directly with an extensive network of prominent IBs, BCtA is benefiting from this trend, establishing new partnerships and strengthening associations with Finance Sector Hub initiatives such as with SDG Impact and UNDP SDG Innovative Finance, as well as with UNDP country offices.

In 2019, as in the past, our companies continue to remain committed to qualified stakeholder engagement, creating positive impact by serving the people living in low-income markets and improving the livelihoods of those engaged in their value chains. Investments made in inclusive business models continue to produce long-term social and commercial value, positioning them as leading actors in the global sustainable development agenda.

PART 1
Member Companies' Engagement with the BoP

In 2019, we have seen a series of statements from companies, investors and academy recognizing the need for businesses to balance financial results with purpose. The CEOs of 181 companies broke with decades of corporate orthodoxy and, in a powerful joint statement, redefined the purpose of a corporation from one of shareholder value to one of delivering broader stakeholder value to customers, employees, suppliers, communities and shareholders alike[1].

These statements signaled a response to the increasing demand on all businesses to wield their power and resources for the achievement of the Sustainable Development Goals (SDGs). This tendency converges with and amplifies the concept of inclusive businesses (IB) to reach a broader audience.

Business Call to Action (BCtA) and its members have trumpeted stakeholder engagement and environmental, social and governance (ESG) leadership since BCtA's very foundation. With the increasing alignment between business and social purpose, BCtA faces the challenge of effectively communicating its purpose as a pro-poor business platform advocating that business can serve as a conduit for tackling poverty and inequality, contributing to the achievement of the SDGs.

A. IB Impact

Being able to demonstrate positive impact on its key stakeholders, particularly on low-income populations, is an important success factor for inclusive businesses, for showing the effectiveness of the business model and the value delivered to society. In this regard, BCtA is a pioneer in supporting its member companies to harness world class impact measurement standards and approaches to be able to drive business performance. The evolution of BCtA's impact measurement and management (IMM) services can be understood through five milestones.

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1   Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy That Serves All Americans': https://opportunity.businessroundtable.org/ourcommitment/

Impact Milestone

Evolution of BCtA's Impact Measurement and Management Services

2015

BIMS launched

2016

Report published on Measuring Impact: How Business Accelerate the SDGs

MEASURING IMPACT
HOW BUSINESS ACCELERATES THE
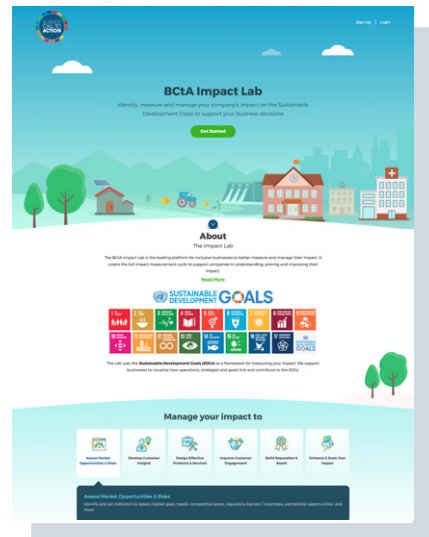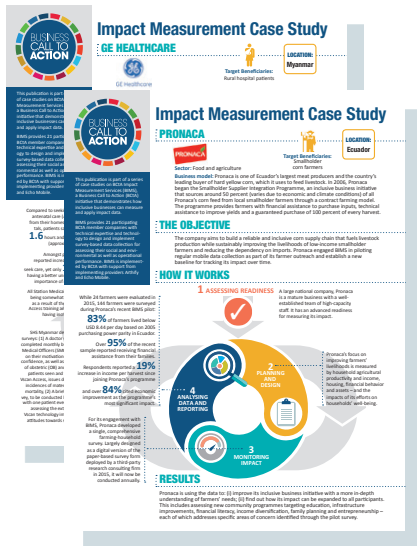SUSTAINABLE DEVELOPMENT GOALS

2017

BIMS concludes with 20 case studies

2018

Impact Lab launched with 4 self-paced online modules

2019

Impact Champions Programme implemented with 25 companies

2015

Milestone 1

BCtA Impact Measurement Services (BIMS) is launched

In 2015, BCtA started providing bespoke impact measurement services (BIMS) to a select number of its inclusive business (IB) members to help them measure their social impact and operational performance. The approach focused on bringing free of cost technical expertise and tools to carry out data collection in the field through surveys of employees, customers and other key stakeholders. An analytical framework was developed for businesses to establish the link between their business inputs, outputs and intended social outcomes with primary data collection through mobile survey tools. BIMS was the pioneer in the impact ecosystem with an impact methodology aligned with the SDGs.

Companies across sectors and sizes benefit from support on gathering data, as evidenced by the breakdown of inclusive business members enrolled in BIMS:

BIMS Companies: Size distribution

Small and Medium Enterprises	12
Large National Companies	3
Multinational Companies	5

BIMS Companies: Sector distribution

Agriculture, Food & Beverage	8
Health	3
Housing & Financial Services	3
Education	3
Energy	2
WASH	1

2016

Milestone 2

Report published on Measuring Impact: How Business Accelerate the SDGs

Whilst member companies enlisted in BIMS developed their data collection plans and geared up to survey BoP stakeholders, BCtA published a ground-breaking report on how businesses are contributing to the SDGs in partnership with the Global Reporting Initiative (GRI). Thirty-two companies (including those in the BIMS programme) and 19 governments were consulted for this purpose. The report, released in 2016, found that businesses are increasingly engaged in impact measurement and sustainability reporting to capture their sustainability impact and that small and medium-sized enterprises need capacity building to measure and report on sustainability.[2]

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2   Measuring Impact: How Businesses are Contributing to the SDGs

2017

Milestone 3

BIMS concludes with 20 case studies

Through BIMS, BCtA piloted the following four-step process with 20 companies:

1. Assessing impact measurement readiness
2. Designing an impact framework
3. Monitoring impact
4. Analysing data

Through this, companies were able to define effective strategies to achieve success via the measurement of quality metrics and targets, and the utilization of data as an avenue for evidence-based change. The aim of impact measurement and data collection ultimately was to provide data-driven validation of inclusive business as commercial ventures with high social impact.

BIMS concluded in 2017 and shortly after, in early 2018, BCtA engaged postgraduate students at the Judge Business School at Cambridge University to undertake a meta-analysis documenting feedback, key insights and learnings from the programme. The research conducted by the students found that BIMS companies valued the service for its process of data collection with respondents positively rating the creation of surveys, data collection, data analysis and reporting of social impact metrics. Nine out of 11 companies interviewed confirmed that they were continuing to collect data and measure impact.

Altogether, 20 companies collected data from 12,107 households or 60,535 BOP stakeholders. Data collected by BCtA companies reveals positive impact on their BoP stakeholders:

Examples of data gathered by member companies in BIMS

GE Healthcare	Patients saved an average of 1.6 hours and US $6.5
Pronaca	19% increase in income per harvest; 84% cited economic improvement as Pronaca's most significant impact
Medtronic	87% of patients reported that their ear conditions had improved
Cemex	23% of customers improved their economic status via home-based businesses
L'Occitane	66% of women surveyed across three unions had incomes below US $2.5 per day in 2005 purchasing power parity
Saraya	43% of hospitals and clinics had hand hygiene practice as a part of the standard operating procedures and/or rules for health workers
Onergy	53% of households used solar light between two to four hours a day, with a reduction in fossil fuel costs of US $4 per month
Empower Pragati Vocational Training Center	Saw a 10% increase in work placements

2018

Milestone 4

Impact Lab launched with four online self-paced modules

In 2018, based on the learnings from BIMS, BCtA invested in developing an online *Impact Lab* primarily to scale up support for more inclusive businesses to access effective impact measurement and management practices. The *Impact Lab* encompasses all aspects of impact measurement, including determining pre-measurement preparedness, defining an impact value chain with tangible indicators and planning for data collection.

The meta-analysis of BIMS presented by postgraduate students at Cambridge University also made forward-looking recommendations to guide the development of the *Impact Lab*.

This included providing support to companies on understanding linkages between business operations and social impact, identifying incentives to collect and use data, converting data into strategy, and accessing virtual guides and resources.

The key features of BCtA's *Impact Lab*:

- **Uses the SDGs** as an impact management framework
- Integrates **globally accepted standards** such as the Impact Management Project (IMP) shared logic for impact measurement, the Global Impact Investing Network's IRIS metrics typology, and Acumen's Lean Data approach for data collection
- Is available as a **public good**, free of cost to users
- Hosted in a **user-friendly** digital platform

By December 2019, more than 170 users had developed impact management frameworks using the *Impact Lab*.

2019

Milestone 5

Impact Champions Programme implemented with 25 companies

In 2019, BCtA developed an Impact Champions Programme to provide hands-on support and mentorship to a group of companies dedicated to measuring the impact of their inclusive business on the SDGs. Each Impact Champions attended four one-on-one virtual workshops along with a detailed review of outputs developed during each session. The workshops were designed to assist companies with progress on each of the four modules in the *Impact Lab*:

1. **Understanding impact measurement and management** with a deep dive into the company's objectives, motivations and previous experience of undertaking impact measurement, if any.
2. **Defining an Impact Value Chain** consistent of the SDGs and assessing goals based on dimensions of impact set forth by the Impact Management Project.
3. **Validating the impact value chain** by creating an impact management plan and reviewing existing gaps and opportunities for data collection.
4. **Developing a survey** to gather evidence of impact from BoP stakeholders.

After the virtual workshops, BCtA continued to remotely provide support as companies invested their own resources in surveying their BoP clients.
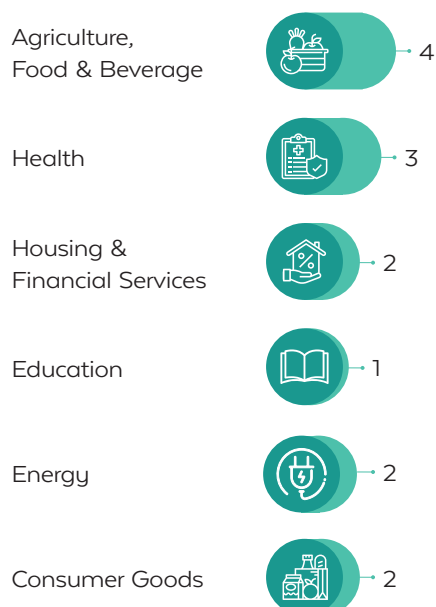
BCtA will conclude the programme by publishing case studies on Impact Champions with the aim of incentivising more inclusive businesses to commit resources towards proving and improving their impact management practices.

Like BIMS, companies enlisted as Impact Champions represent a cross-section of sectors and sizes:

Impact Champions: Size Distribution

Small and Medium Enterprises — 8

Large National Companies — 4

Multinational Companies — 3

Impact Champions: Sector Distribution

Agriculture, Food & Beverage — 4

Health — 3

Housing & Financial Services — 2

Education — 1

Energy — 2

Consumer Goods — 2

Altogether, 15 companies have collected data from 3,599 households or 17,995 BOP stakeholders[3].

Preliminary findings from Impact Champions point to significant impact being created by these inclusive businesses:

Examples of data gathered by member companies in Impact Champions

Shubham Development Housing Finance	29,200 individuals had greater financial security
Sanofi	Sanofi identified, reached and tracked 450,000 people living at the BoP to assess their risk of having diabetes, providing at least 90% of diabetic patients already using Sanofi's insulin therapy with access to their patient support programme
Banka Bioloo	Access to sanitation improved the security and well-being of 35,200 girls
Pinar	1,000 farms are expected to see an 11% increase in productivity
BLUETOWN	400 individuals said internet access provided by BLUETOWN improved income or livelihoods
Empower Pragati	Nearly 100% of students surveyed did not have any income before taking the course; all of them found work during or after completing training
Rafiki Microfinance Bank	72% of farmers experienced an increase in crop yield, of which 50% reported a significant increase
Mountain Hazelnuts	Impacted 12,000 smallholder farming households, of which 45% were households headed by women; expected to experience a doubling of income
Saahas Zero Waste	The income of 100 households increased by over 100%
Crepes y Waffles	Around 920,555 ha. of farming plots were brought under sustainable land use

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3 Sanofi analyzed data of 109,977 (20 percent of the 4.5 million) patients collected in their database. This has not been included in the aggregation.

BCtA's *Mid-Term Review* conducted in 2019 interviewed 10 Impact Champions and found that measuring impact was a significant capability gap for companies. The benefits experienced by Impact Champions included among others technical support and external perspectives (with the selection of KPIs, in particular) which went deeper than the tools they currently had available and helped develop a deep focus into one aspect of their business or by pulling together the impact of their whole operation, and/or helping make systems more efficient.[4] Challenges faced in this initiative were around adjusting time-intensive support to companies into more low-touch and self-paced processes, while implementing impact management practices and data collection.

Learnings from the Impact Champions Programme:

- Emerging trends in impact measurement and management **(IMM)** are often **investor focused**.

- **More businesses understand the commercial benefits of undertaking IMM** and feel the need to translate the various frameworks and norms into their context by adopting simple and easy-to-operationalize approaches.

- BCtA is **helping companies access and navigate the complex IMM universe** and is enabling them to construct a tailored approach relevant to their needs.

- Many **companies have already collected relevant administrative and primary data** and require processes for organising existing data rather than only collecting new data.

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WHAT COMPANIES HAD TO SAY

Crepes y Waffles: Support in their impact measurement has helped them reconsider their entire value chain, working out how they impact different people in a very systematic manner. This has had an impact on how they want to increase their positive impact on producers and how they understand and value the environment. They have also recognised the importance of having a greater gender focus in their value chain by understanding their present impact and how they could further increase women's social and economic empowerment.

BIVE: While they found the support on impact measurement useful, BCtA membership offered new opportunities for BIVE to **enable poor people to access better health services**. These opportunities have arisen from new partnerships: BIVE is working with Sanofi as a result of them both being BCtA members, and has had discussions with another Colombian member, Supracafé.

4   Independent Mid-Term Review of Business Call to Action, 2019

- Even businesses that commit to IMM and invest resources in collecting primary data need **guidance and training to integrate this practice in their operations**. Creating a culture of IMM within these businesses warrants a more concerted push.

Evidently, BCtA's impact services are filling a gap in the existing impact measurement and management space. In a recent online discussion[5], Olivia Prentice, COO and Head of Content at the Impact Management Project commented, *"[I think] what is missing is a widespread understanding of the great data standards and practice standards that already* *exist – and clear support and guidance for enterprises to navigate between these. i.e. from their goals, to relevant principles, to relevant metrics and guidance, to templates for consistent and transparent reporting. More work is needed to bring together the social and environmental thresholds and context that businesses can use to assess their impact performance."*

BCtA's years of experience and expertise mentoring companies on crafting appropriate impact measurement and management approaches relevant to their contexts serves this market need.

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5   'How Can We Measure, Manage and Get the Most From Our Social Impact?' – Online Discussion hosted by Business Fights Poverty: https://forum.businessfightspoverty.org/t/how-can-we-measure-manage-and-get-the-most-from-our-social-impact/2022
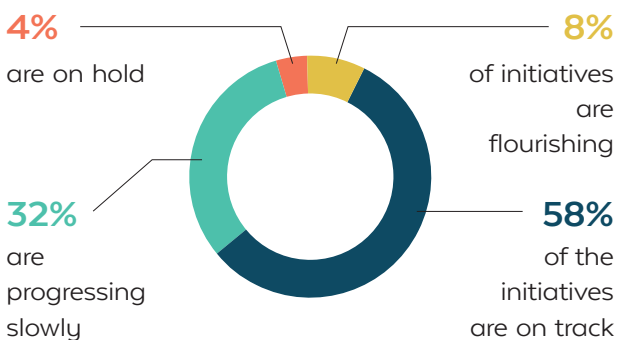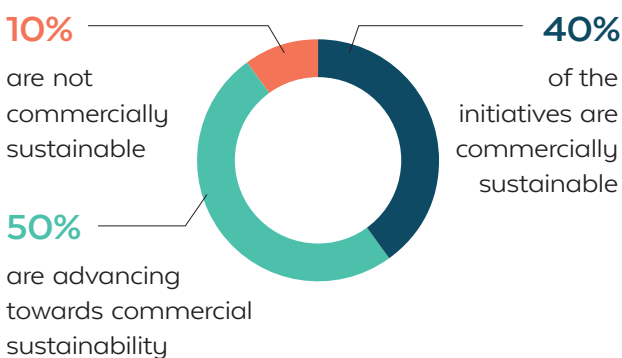

▲ *Courtesy of Acceso El Salvador*

B. IB Results

Annual Progress of Commitments

Aligned with BCtA's mission of serving people at the BoP, members have contributed to SDG 1 (*No Poverty*), by increasing access to financial services for 60 million people, SDG 3 (*Good Health and Well-Being*), by providing access to healthcare services for 642 million people, and SDG 8 (*Decent Work and Economic Growth*), by creating 6 million full-time jobs. Highlighting the contributions to SDG 5 (*Gender Equality and Women's Empowerment*), BCtA members contributed to the increased productivity or raised revenue-generating activities of 1 million women, promoted access to financial services for 1.6 million women and created increased access to education and training for 320,000 women.

Companies' performance did not display any significant trends across areas of operation, business size or geographic location; However, some key trends can be identified from their reports. The prominent themes amongst companies that reported their models to be commercially unsustainable, as well as for companies that were progressing slowly against their initiatives, included the difficulty in finding local partners that understood or were fully engaged in initiatives, and the lack of appropriate financing mechanisms in developing countries. Regarding sustainability drivers, many companies, especially those that were making good progress against objectives, referenced the importance of data-gathering mechanisms and continuous monitoring as key facilitators of implementation.

The 2018 progress reports reveal:

4% are on hold

8% of initiatives are flourishing

32% are progressing slowly

58% of the initiatives are on track

In terms of viability:

10% are not commercially sustainable

40% of the initiatives are commercially sustainable

50% are advancing towards commercial sustainability

SDG Contributions of Member Companies Reporting for 2018

1 NO POVERTY
- Increasing access to financial services for 49 million people (of which 1.6 million are women)

3 GOOD HEALTH AND WELL-BEING
- Providing access to healthcare services for 24 million people (of which 160,000 are women)

5 GENDER EQUALITY
- Increasing productivity for 1.6 million low-income women
- Creating 15,000 full-time jobs for women
- Increasing access to healthcare services for 160,000 women
- Increasing access to quality education for 200,000 women
- Providing access to clean energy for 200,000 women
- Improving access to sanitation for 600,000 women
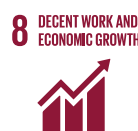
8 DECENT WORK AND ECONOMIC GROWTH
- Creating 40,000 full-time jobs (of which 15,000 are women)

In 2018, companies struggled with achieving IB commitments; nevertheless, several key achievements were reported by companies, including: developing a mobile app for business expansion, implementing training programmes aimed at women farmers, conducting social impact assessment studies and securing partnerships with governments.

The biggest lessons learned for companies during this year was identifying the right partners as a key strategy to advancing inclusive business. Almost all of the 63 member companies that submitted progress reports stated that selecting the right partnerships were key to advancing their inclusive business. Other learnings included how monitoring and evaluation were important to choose business priorities; designing customer-centric approaches were necessary for external reporting and staff motivation; and how engaging with local stakeholders were win-win situations for companies and clients.

On challenges, one company highlighted how lengthy and time consuming it was to work towards the SDGs at a company level, while several members addressed the difficulties in accessing funding.

In 2018, BCtA member companies were planning to expand their business to new geographies, introduce more innovation and technology in their service offers, and create more public and private alliances.

▲ *Courtesy of BigChefs*

In 2017, BCtA members reported achieving their commitments and reaching their targets before planned timelines. Several BCtA member companies reported an over achievement, as many companies either surpassed their yearly business targets or achieved the goals agreed with BCtA before the commitment expiration date.

Other milestones achieved by reporting members included: expanding to new geographies (both countries and continents), accessing funding from new investors, receiving business awards from the government, being a partner of choice of a government to deliver a public service and launching new inclusive business initiatives.

Regarding the challenges that companies faced, engagement with local authorities and working with the government were the most frequently mentioned. Monitoring progress constantly, tailoring products to local markets, expectation-setting with stakeholders and taking innovative approaches were the biggest learnings in 2017 for BCtA member companies.

As a result, many member companies were planning to diversify their products or services or adapt their inclusive business model.

The 2019 Progress Report (ongoing[6]).

Compared to previous years, a higher proportion of companies have reported that they are progressing slowly, however there are no members reporting that they are far away from achieving commercial sustainability.

Preliminary results from members' progress in 2019 show that 45% are on track with their IB commitments, 52% are progressing slowly and 3% of initiatives are flourishing[7].

In terms of commercial viability, one-third of initiatives are commercially sustainable and two-thirds are advancing towards commercial sustainability.

So far, early results show that a considerable number of companies have achieved their commitments in 2019 with results surpassing targets. BCtA members were recognized by prestigious international awarding bodies such as the Business for Peace Prize for their innovative and inclusive business models.

Companies shared several lessons learned including, monitoring is critical to staying on track and investing in high-performing areas, strategic partnerships are essential for business performance, know-how in positioning, and branding the company as an inclusive business model.

Two member companies specifically reported benefiting immensely from using the Impact Lab as a monitoring tool. Reporting members also stated that they are struggling to access credit, dealing with inconsistencies from governments and barriers to entry in new markets.

Understandably, a majority of the companies which have reported their results have stated that their plans have been put on hold due to the COVID-19 pandemic and many are adapting their business models by going digital, adopting new working methods and investing domestically.
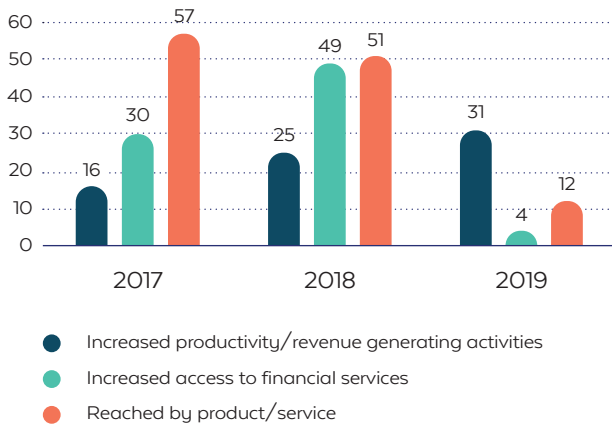
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6   Data reported here as per May 2020.
7   As of May 2020

BCtA Members' Contribution to the SDGs (2017 – 2019)[8]

The graphs below present complete member results for 2017 and 2018, and preliminary data gathered from member companies so far in 2019. Member results reporting for 2019 is currently ongoing.

1 NO POVERTY

Number of low-income people (in millions)

- ● Increased productivity/revenue generating activities
- ● Increased access to financial services
- ● Reached by product/service

In 2018, BCtA members contributed to SDG 1 (*No Poverty*) by reaching **125 million low-income people with products and services, increasing productivity or access to financial services and** aligning with BCtA's mission of serving people living at the base of the social and economic pyramid. Out of these, **5.1 million were low-income women**. BCtA members contributed to **more people having increased productivity or revenue generating activities** in 2018 as compared to 2017.

3 GOOD HEALTH AND WELL-BEING

Number of low-income people with increased access to healthcare services (in millions)
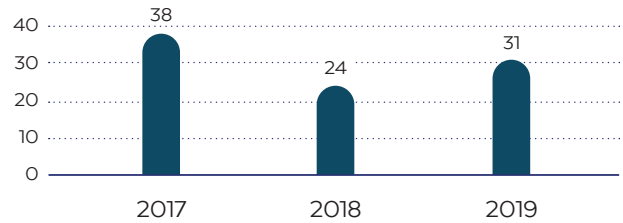
BCtA member companies contributing to SDG 3 (*Good Health and Well-Being*) **promoted access to healthcare services to more than 24 million low-income people**, of which **160,000 were women**. This number was lower than the year before, when 38 million low-income people were provided with increased access to healthcare services.

4 QUALITY EDUCATION

Number of low-income individuals receiving training/ education
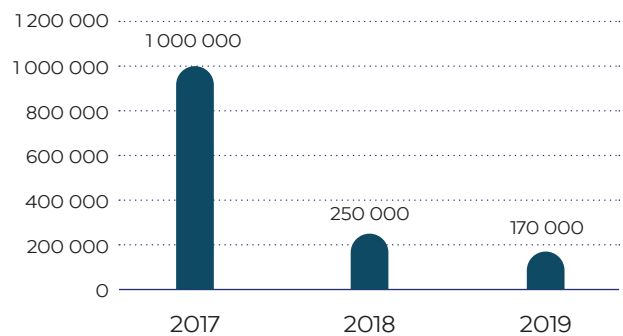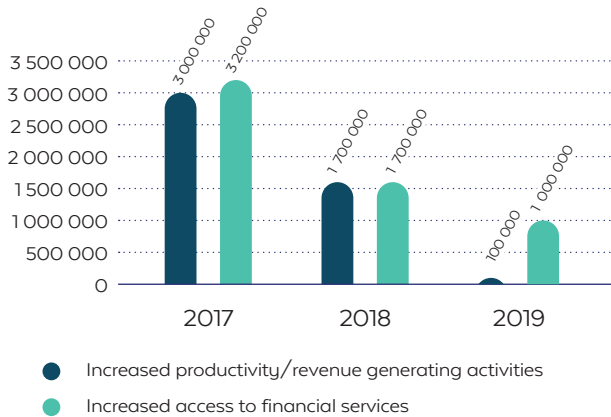

In 2018, BCtA member companies provided **250,000 low-income people** with training or education, of which 200,000 were women.

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8   Total cumulative made by BCtA member companies against their SDG commitments.

5 GENDER EQUALITY

Number of low-income women reached

- Increased productivity/revenue generating activities
- Increased access to financial services

Some 1.6 million low-income women gained access to financial services as a result of companies' contributions and experienced increased productivity / revenue generating activities, in 2018.

6 CLEAN WATER AND SANITATION

Number of low-income individuals with access to water and sanitation

- Improved access to sanitation
- Improved access to water
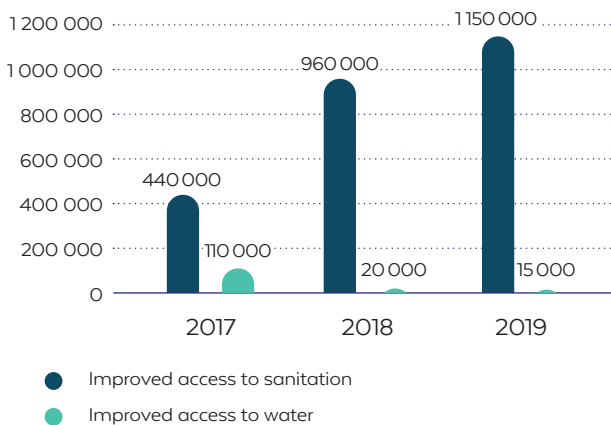
In 2018, BCtA members provided improved access to sanitation to almost **1 million low-income individuals**, more than double as compared to 2017.
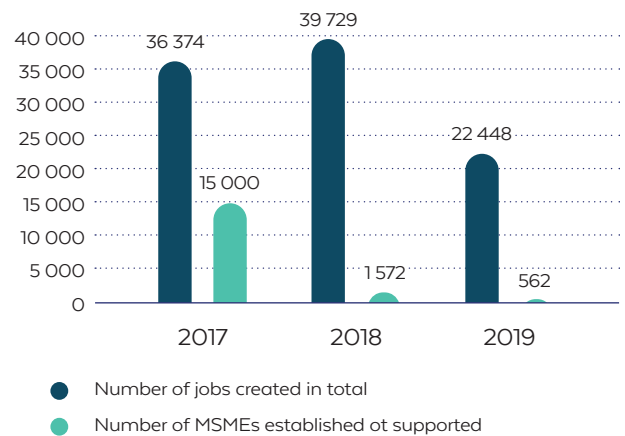
7 AFFORDABLE AND CLEAN ENERGY

Number of low-income individuals with access to clean energy
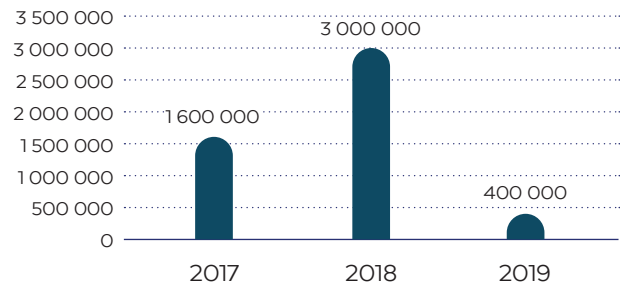
During 2018, **3 million low-income individuals** were provided with access to clean energy because of the efforts of BCtA member companies.

8 DECENT WORK AND ECONOMIC GROWTH
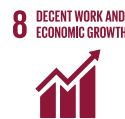
Number of jobs created and MSMEs supported

- Number of jobs created in total
- Number of MSMEs established ot supported

BCtA member companies created **40,000 jobs** directly in 2018, out of which **15,000 were women**. Moreover, member companies supported the establishing of **2,000 MSMEs**.

C. IB Spotlight

Gender Equality

In recent years, BCtA has developed a growing focus on the promotion of female inclusion and empowerment through IB. By aiming to recruit and support companies with explicit gender-related impact targets, BCtA recognizes that true inclusion can only be achieved when women at the BoP are able to establish themselves as consumers, suppliers, employees and entrepreneurs, such that the mainstreaming of gender as a prominent inclusion indicator is vital.

As part of this drive, from 2019 on, new member companies are required to include details of gendered approaches to inclusion within their applications and six gender-disaggregated indicators are required when reporting progress against key performance indicators at both the outcome and impact levels. Examples of indicators allowing a gender-lens in reporting include *number of women with increased productivity/ revenue generating activities,* number of women reached by product/service, number of women with increased access to financial services, healthcare, training and direct jobs created for women.

This ensures the effective measurement of companies' impact in relation to SDG 5 *(Gender Equality and Women's Empowerment).* These indicators cover external market-related factors and general business impact, as well as the quality of businesses' internal policies with regards to protecting and including female workers and suppliers. The degree to which these new frameworks have induced BCtA member companies to conceptually internalize gender dynamics when assessing their past and future has been noticeable and sustains expectations that gender will become an ever more important aspect of IB models.

Furthermore, Impact Champions were trained to incorporate a gender lens in their impact measurement. For example, as part of its membership commitment DBL Group reports on output-level indicators such as *number of new individual women customers, number of low-income women reached by product/service, number of direct full-time jobs created for women annually* to BCtA. To measure its impact on women employees as part of the Impact Champions Programme, DBL Group also collected data on outcome-level indicators such as *improved access to health and hygiene practices, improved access to health services for women, increased sales of products made by women-owned businesses,* and *increased career opportunities for women employees.*

Out of BCtA's entire member base of 249 members, 63 companies now report their performance against women's empowerment and inclusion targets, representing a significant short-term scaling up of BCtA's gender-based reporting. In addition, 33 BCtA companies are led by women.

In 2019, a set of convening activities were organized to share content and best practices on women economic empowerment:

A BCtA Breakfast Session, entitled *Inclusive Business & Women's Empowerment,* allowed like-minded Turkish companies and industry experts to share their experiences and learn from each other about how companies benefit from engaging low-income women in their operations. The event was attended by representatives from 16 companies and featured a keynote speech from Itir Aykut, board member at Kagider, the Women Entrepreneurs Association of Turkey. A panel discussion held at the event included the CEO of BigChefs, Cenk Akin, and Asli Aksoy, representing Elibelinde Ku konmaz (a supplier for BigChefs), as well as the Head of the UNDP Istanbul Regional Hub Gender Team, Bharati Sadasivam. This breakfast was an opportunity for local companies to consider BCtA's recent research into women's economic empowerment in more depth, relate its findings to lived experience and identify developing trends within and outside of Turkey. The breakfast demonstrated the significant level of interest in Turkey for IB and the importance of platforms for sharing experiences and promoting IB.

BCtA hosted a panel discussion at the Tunis Forum on Gender Equality entitled *Doing Business Differently: Empowering Women through Inclusive Business,* which included representatives, employees and affiliated suppliers of BigChefs, BCtA member and tele-health supplier, Sehat Kahani, and Ahmini, a Tunisian company that provides low-cost social security and health insurance to rural women. The discussion produced important insights into the barriers that women face as entrepreneurs in many low- and middle-income countries, including the need to partner with financial institutions to provide loan products that are specifically suited to women-owned SMEs and the importance of non-traditional forms of networking and partnership development which are accessible to women, whilst highlighting the impact of mentorship.

Gender was also a strong theme at BCtA's Annual Forum, where a spotlight presentation delivered by representatives from Oxfam and Ethical Apparel Africa and a panel discussion that included BCtA member companies Clickmedix, Turkcell and Supracafé showcased best practices from companies benefiting low-income women through their supply chains, as well as what obstacles they face when trying to integrate low-income women into their business models.

In addition, in 2019, a large proportion of BCtA-produced content adopted a specific gender focus, with nine articles published on the BCtA website, the Guardian and 3BL Media adopting a specific gender focus, and many more including gender as a core aspect of a development issue.

DBL Group: Investing in female BoP employees

Through multiple inclusive business initiatives, DBL Group, a diversified conglomerate with a strong focus in textiles and apparel is delivering social and economic empowerment to women employees and workers through health and skills training, leadership programs and access to affordable, high quality goods. This has led to a higher standard of living for DBL employees, (86 percent of whom live at the base of the economic pyramid) a decrease in absenteeism, increase in worker retention and more women in leadership positions earning higher incomes.

With more than 36,000 employees and an annual turnover of $455 million, DBL Group is well-known for its sustainable business activities and employee well-being initiatives. However, the company realized with 38 percent of their workforce being female, the numbers were not reflected at the management level. In an effort to empower its female workforce, they made a commitment to ensure that by 2020, half of their line supervisors will be women.

To foster this professional advancement, DBL established a Female Supervisors Leadership Program, building the soft and technical skills necessary for leadership positions. As more women have climbed up the career ladder, the advantages have been shared by employer and employee alike: not only does the workforce feel empowered, as they see a clear path to advancing their positions within the company, but DBL benefits as existing employees are already familiar with the systems and company culture. DBL also discovered that sewing lines led by women were 3 percent more efficient than male-led lines, translating to added production worth up to US $1.4 million annually.

By 2020, the group aims to provide 15,000 women with life, skills and leadership training programs.

▲ Courtesy of DBL Group

Technology

The application of newly developed technology holds significant potential for the promotion of development, but only if it is used in an inclusive manner that plugs existing development gaps, amplifies access to resources, and reduces transaction costs amongst low and middle-income communities. Therefore, the application of technical innovations presents valuable opportunities for businesses to reach the last mile, opening new opportunities to tap into previously hard-to-reach markets with technology, reducing transactional costs for their operations as well as for their low-income clients.

Business Call to Action members have been leveraging digital technologies in increasing proportion throughout Phase II and III, both in terms of improving livelihoods and delivering value at the BoP, as well as fostering digital literacy for a more resilient and future-proof workforce.

The year 2019 marked the highest proportion of tech-enabled and tech-focused inclusive business commitments yet, with 40 percent of new members reaching low-income communities through technology – a trend which is set to grow in even greater proportion in 2020 and beyond.

Uptick in tech-enabled and tech-focused IB models (2017-2019)
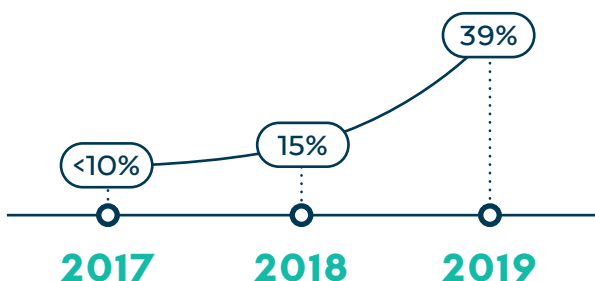
While the full impact of these digitally driven models will become clearer in the future as members report on progress, analysis of BCtA's member commitments shows that tech-enabled members have committed to higher targets in job creation and income generation than their non-tech-enabled member counterparts.

In 2019, BCtA welcomed 11 new member companies that have made the application of new technologies a core element of their service offerings, including agri-tech developer, eKutir, artisanal finishing supply chain reformer Sustainable Fisheries Trade, and the low-cost medical equipment supplier, MTTS. As a result, the number of BCtA member companies that either consider access to technology or the provision of an IB solution that is enabled by technology as their core business activity grew to 35 in 2019.

BCtA led a panel discussion on how innovation and technology are helping empower women in the private sector at the Tunis Forum on Gender Equality. Technology was also at the forefront at the 9th Annual Forum, where BCtA member companies presented their experiences of using technology to drive inclusion. With a specific focus on agri-tech, eKutir and Sustainable Fisheries Trade spoke about their business models on the topic of *Harnessing Tech for the Future of Food.* BCtA also invited Endeva to host a discussion entitled *Inclusive innovation: How Tech Companies Can Help Create Inclusive and Future-Fit Systems.*

Digital Transformation gains increasing urgency with every passing year as companies seek data-driven decision-making and greater operational efficiency. Embedding technology works as an important enabler to access the low-income population in different geographies. In the same way, BCtA has embedded digital solutions in different ways in its tools and operation, by adopting an efficient CRM platform, making its tools available on online platforms and supporting companies to collect data through technology devices. Amplifying this digital transformation becomes even more relevant now to adapt to an ever-changing world.

▲ *Courtesy of eKutir*

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NEW MEMBER SPOTLIGHT

eKutir: Using technology to build sustainable food supply chains

Using their tech platform Blooom, social enterprise eKutir has provided economically sustainable solutions for over 10,000 smallholder farmers in India, Nepal and Haiti by providing access to information, finance, sustainable inputs, and services and markets – thereby increasing productivity and profit.

The company recognised that most smallholder farmers faced three core challenges: they needed tools to farm but didn't know what to buy or how to access them; they needed money to buy such tools but couldn't access credit; or they weren't aware of what grew and sold effectively in local and global markets.

They realised that these challenges could be attributed to three areas: lack of knowledge about good agricultural practices or how to adopt new technologies; high risk and credit exposure inhibiting farmers from accessing new products and services; or a lack of access to markets.

To help farmers overcome these challenges, the company designed a state-of-the-art data-driven, farmer-centric e-platform, Blooom. It is an integrated tech platform connecting input companies and buyers to smallholder farmers through an organised channel of micro-entrepreneurs called Blooom Entrepreneurs.

Blooom captures farmer and farm information and transactional data and builds upon it to curate insights for input companies, credit and insurance agencies. Blooom Entrepreneurs are selected, hired, and trained by eKutir to support famers with software applications.

The company estimates that by 2022, some 300,000 smallholder farmers will experience 17 percent year-on-year average income growth. Additionally, they aim to improve the livelihood of 1 million farmers by 2022 as customers of Blooom.

PART 2
Business Call to Action activities in 2019

As of December 2019, 249 companies are members of BCtA, including multiple members from Bangladesh, Colombia, India, the Philippines and Turkey. In order to achieve even greater impact, BCtA has committed to significantly expanding its number of member companies over the next six months. Thirty-six companies are currently progressing through the pipeline as potential BCtA members. Sustained efforts are being made to encourage more companies to commit to the promotion of IB through the economic inclusion of BoP actors as consumers, suppliers or employees.

A. Progress towards Objectives

i. Growing our Membership and Demonstrating the Impact of IB

Key objectives

1. Increase the number of BCtA member companies with high-quality, innovative and scalable IB commitments to 257 by June 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 150 by June 2020

Membership

In 2019, BCtA welcomed 23 new member companies, operating in 17 countries, which pledged to include individuals at the BoP within their business models through 23 new commitments. These businesses ranged from SMEs, such as Turkish agricultural supply chain innovator, Tarlamvar, and IT outsourcing provider, Daproim Africa, to some of the world's largest MNCs, including Turkish telecommunications operator, Turkcell, and management software developer, SAP. The commitments made by these businesses were split between promoting inclusivity in value chains and in the marketization of low-cost goods and services.

New Members' IB Model Types

- 26%
- 43%
- 30%

● Value chain
● Products and services
● Both
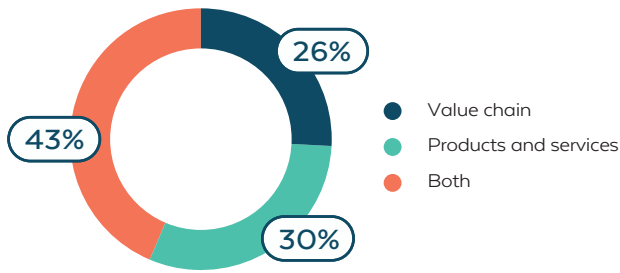
New Members' Primary Area of Impact

Better Communications — 1

Access to Energy — 2

Vocational Training — 1

Livelihood/Employment Opportunities — 9

Better Agriculture — 3

Access to Housing — 1

Improved Healthcare — 4

Financial Inclusion — 2

Out of these 23 new companies, 13 committed to scaling up their operations, seven pledged to roll-out inclusive practices and three piloted initiatives. In terms of size, 17 companies are SMEs, three are MNCs and three are LNCs.

These 23 new member companies also cover a broad range of business interests, as well as concentrating on differing areas of social impact. Whilst nine new members focus on livelihood opportunities and employment creation, BCtA welcomed multiple new member companies that strive to achieve social impact by providing better access to energy, improving agricultural production and distribution methods, raising the quality of and access to healthcare and broadening access to finance.
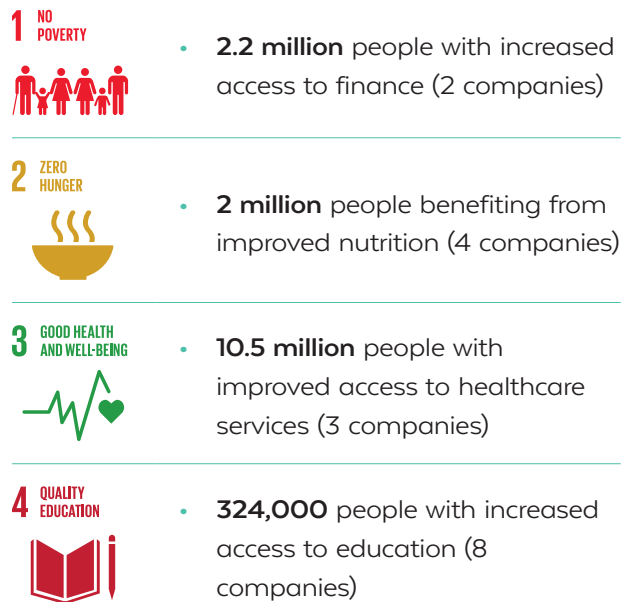
In terms of the SDGs, commitments made by new BCtA member companies mainly focused on SDG 1 (*No Poverty*), SDG 2 (*Zero Hunger*), SDG 5 (*Gender Equality and Women's Empowerment*), and SDG 8 (*Decent Work and Economic Growth*). In terms of the US$ 256 million made in new commitments,[9] this was mainly directed towards SDG 1 (*No Poverty*), SDG 2 (*Zero Hunger*) and SDG 3 (*Good Health and Well-Being*). The funding directed towards IB by these 23 new companies will directly improve 19,000 lives and indirectly raise the living standards of 95 million people.

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9   This figure of US$ 256 million does not include a commitment of US$ 300 million made by BLUETOWN for the research and development into methods for promoting inclusivity in broadband provision.

New Members' Aggregated SDG Focuses

SDG 1
(No Poverty) — 12

SDG 2
(Zero Hunger) — 9

SDG 3
(Good Health & Well-Being) — 7

SDG 4
(Quality Education) — 6

SDG 5
(Gender Equality) — 9

SDG 6
(Clean Water & Sanitation) — 2

SDG 7
(Affordable & Clean Energy) — 1

SDG 8
(Decent Work & Economic Growth) — 10

SDG 9
(Industry, Innovation & Infrastructure) — 3

SDG 10
(Reduced Inequalities) — 1

SDG 11
(Sustainable Cities & Communities) — 1

SDG 12
(Responsible Consumption and Production) — 5

SDG 13
(Climate Action) — 1

SDG 15
(Life on Land) — 2

SDG 17
(Partnerships for the Goals) — 2

New Members' Commitments

1 NO POVERTY
- **2.2 million** people with increased access to finance (2 companies)

2 ZERO HUNGER
- **2 million** people benefiting from improved nutrition (4 companies)

3 GOOD HEALTH AND WELL-BEING
- **10.5 million** people with improved access to healthcare services (3 companies)

4 QUALITY EDUCATION
- **324,000** people with increased access to education (8 companies)

Figures are from commitments made by 23 new member companies (typically over a 3- to 5- year timeframe). The total amount of investment is US $265 million.

Through MTTS, a company that provides low-cost medical treatment for neonatal patients in 10 African countries, BCtA expanded its international reach and brought the number of countries where we have partnered with businesses to raise the effectiveness of IB to 72. This has further increased BCtA's ability to act as a global advocate for IB and generate insights into enduring trends within the IB ecosystem.

Following the addition of these 23 new member companies, the number of BCtA members with active commitments in more than one country rose by four, such that the total figure now stands at 68. Of these four new members with multinational commitments, two operate in multiple countries within the same region (Energy Farm and MTTS) and two have a transcontinental presence (BLUETOWN and SAP). This, alongside the broad range in the size of companies making IB commitments with BCtA and the diversity in the type of commitments being made, shows that IB is not a niche pathway to development only practicable in certain contexts and within narrow operational scales, but a truly universal model that is available to everyone.

Map of Countries with Member Company Operations

● Countries with Member Company Operations
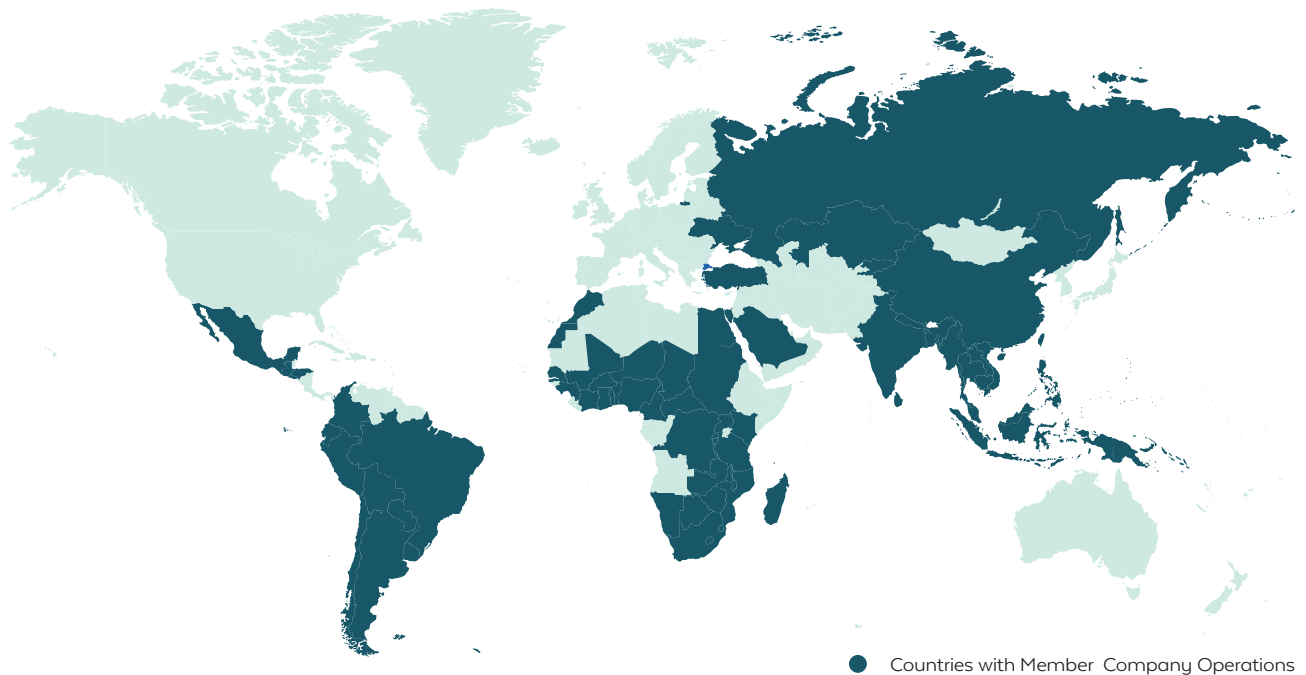
The majority of BCtA's new member companies both base themselves and conduct their operations in developing countries, which is in line with BCtA's enlistment of new companies over the last few years. This demonstrates that IB is a viable model for raising the incomes and socio-economic security of individuals in middle- to low-income countries, driving organic within-country growth that promotes the resilience and development of local economies.

A significant proportion of our new members' IB commitments focus on female employment, skills development and empowerment, livelihood opportunities, technology-assisted service provision, and access to healthcare. These focuses are in part representative of broader, long-term trends within the field of IB, but also reflect BCtA's specific intent to concentrate its activities within these thematic areas, which have been recognized as mechanisms that can produce substantial impact. These developmental lenses further demonstrate IB's ability to catalyse the achievement of a wide range of development targets and to respond to the developmental priorities of markets and communities.

Over the next six months, BCtA aims to significantly raise its portfolio of partner companies to 257, representing an increase of eight new companies. Since BCtA added six new companies to its membership base in the last six months of 2019, progress towards this target is behind schedule. This is due to personnel turnover within the BCtA team along 2019 and the presence of a bottleneck in the performance of the required due diligence procedures prior to a company joining BCtA as a member.

In order to increase the number of companies joining BCtA over the next six months and achieve the target set, significant efforts have been made to proactively seek out potential new members, including through desk research, networking at key IB events, inducing UNDP country offices to promote BCtA's services within their operations, and encouraging current members to share their positive experiences with respective business partners and contacts. With 36 potential new member companies currently drafting or finalizing their applications or waiting for due diligence procedures to be completed, this target remains within reach.

▲ *Courtesy of MTTS*

NEW MEMBER SPOTLIGHT

MTTS: Bringing much-needed neonatal treatment to remote hospitals across Africa

Medical Technology Transfer and Services (MTTS) is bringing appropriate medical treatment for neonatal patients across several countries in Africa, targeting the poorest and most remote hospitals of the rural areas.

The business model of MTTS impacts the life of very low-income people because it allows hospitals with low resources to provide intensive new-born care services, something that is currently not possible. In Africa, currently, intensive new-born care services are only available in large hospitals in main urban centres, or in private hospitals. None of these hospitals can be accessed by the people living at the base of the pyramid, because of the high cost requested for the course of the treatment. However, neonatal care is much needed in remote and rural regions.

As the cost of medical devices for neonatal care is a significant contributor to high mortality rates, MTTS sought to design new medical technologies that would be low cost, washable and reusable for use in the poorest regions. They offer a comprehensive suite of technologies for neonatal care from CPAP machines that treat respiratory distress syndrome to phototherapy machines that treat neonatal jaundice. These devices will help healthcare professionals in rural and remote hospitals in Africa deliver better quality of healthcare to a growing number of patients, and at a lower cost.

By 2022, the social enterprise will provide access to neonatal treatment for 495,000 low-income patients in 10 African countries through the delivery of devices to 200 hospitals.

Encouraging re-commitment

Since BCtA aims to support the scaling up of IB operations by member companies, re-commitment following the expiration of initial objectives is an important part of BCtA's work. With commitments typically lasting between three and five years, the renewal of commitments allows for the consolidation of impact and the scaling up of activities. Following BCtA's sustained growth in membership since 2015, numerous member companies completed their commitment terms in 2019 and many more are nearing the end of their first phase commitments.

As a result, BCtA has invested significant time into discussing the next phases of member companies' inclusivity journeys and encouraging members to recommit with BCtA. In 2019, three members renewed commitments to inclusive practices: Direct Fresh (Bangladesh), Pınar Dairy (Turkey) and Sevamob (India).

Supporting the use of the *SDG and IB Maturity Journey* and the *IB Management Practices Toolkit*

In 2019, BCtA ran 12 workshops on the *IB Maturity Journey, IB Management Practices Toolkit* and how they contribute to the achievement of the SDGs across four continents. A workshop in Berlin yielded not only a new member company, but also subsequent interest from four organizations to collaborate with BCtA and use of BCtA tools in their own work with IBs. In addition, 53 companies used the online diagnostic tool on the SDGs and IB maturity during the same period.

ii. Working with our Focus Countries

Key objectives

1. Continue to undertake capacity-building activities and support the use of BCtA tools and services, including the SDG and the *Inclusive Business Maturity Tool* and the *Impact Measurement Tool,* in Colombia and Bangladesh

2. Encourage private sector engagement in the SDGs in both Colombia and Bangladesh whilst growing BCtA's membership within these two countries
3. Provide knowledge products and IB advocacy, identify opportunities for further engagement through UNDP private sector events, and provide relevant policy inputs through IB knowledge products
4. Build and begin to implement a road map to roll out BCtA's tools and services in Tunisia, including the identification of key stakeholders and strategic partners

1. Bangladesh

BCtA added two new Bangladeshi member companies in 2019 – Sokhipad and Pragati Life Insurance – to bring the total number of BCtA member companies operating in Bangladesh to 20. In addition, Unilever and DBL Group signed up to BCtA's Impact Champions Programme, demonstrating their commitment to raising their level of impact.

BCtA also engaged in advocacy activities related to the promotion of IB in Bangladesh. Partnerships with the venture capitalist network e-Generation/Pegasus and the Board or Bangladesh Garment Manufacturers and Exporters have allowed BCtA to more effectively advocate for increased investment in IB practices within the Bangladeshi garment sector.

BCtA also provided technical support to a UNDP Executives Network capacity-building workshop, where 13 senior executives were exposed to GRI reporting and general sustainability reporting mechanisms. The workshop demonstrated how sustainability reporting can impose increased accountability and strengthen brand value. In partnership with e-Generation, BCtA supported the training of 10 finalists in the Start-Up World Cup on the benefits of IB models for attracting investors, mitigating risk, and retaining workers.

▲ *Courtesy of Sokhipad*

NEW MEMBER SPOTLIGHT

Sokhipad: Changing habits on menstrual hygiene

While taboos around menstrual hygiene are decreasing, thousands of low-income women in Bangladesh continue to use unhygienic solutions, like rags, to manage their periods. Awareness of safe and sanitary menstrual hygiene practices and access to affordable menstrual hygiene products gives women the dignity to become active and productive members of society. Bangladeshi company Sokhipad is empowering women and girls through its innovative sanitary pad awareness raising and delivery efforts.

Sokhipad's inclusive business model is innovative in two ways. Firstly, rather than advertising their product, Sokhipad reaches its target customers through community awareness campaigns, leading to lower costs for the company and generating universal demand for an important health product regardless of brand. Secondly, Sokhipad sanitary pads are delivered directly to the customers' hands through home visits, parent meetings at school, meetings of women in the village and elsewhere.

Through partnerships with leading NGOs across the country and via a train the trainer model hundreds of field staff in all 64 districts of Bangladesh conduct awareness campaigns and act as sales agents for Sokhipad, making commissions on ever package sold.

By 2021, the company aims to reach 100,000 women on awareness of menstrual hygiene and deliver 720,000 pads to low-income women in Bangladesh.

2. Colombia

In 2019, BCtA welcomed four new member companies operating in Colombia – Constructora Bolivar, Comfandi, Hogaru and Wok – to raise the total number of Colombian members to 16, which includes businesses in agriculture, financial services, health, low-cost services and, most recently, construction. In addition, BCtA's membership base in Colombia looks set to expand significantly in 2020 with seven businesses progressing through the application phases in late-2019.

As a result of the 2018 *Private Sector Contribution Report,* BCtA, along with UNDP Colombia, GRI and the Government of Colombia, rolled-out the *SDG Corporate Tracker: Colombia* in April, aiming to measure the contribution of more than 200 companies towards the localization of the SDGs. As a result of this change, companies will report by reference to specific SDGs, thereby providing a more standardized and development-orientated structure for measurement. In June, a Letter of Intent was signed among the founding partners, ensuring that, as a government-led initiative, the programme is now eligible for external funding and can be rolled-out to other countries through South-South cooperation arrangements.

BCtA and UNDP Colombia continue to provide technical support through the sharing of SDG technical sheets, which employ GRI specifications and allow companies to report accurately using standardized measures. The intention is that the *SDG Corporate Tracker* will not only provide evidence with which to analyse public policy and decision-making but will also become a reference tool for identifying and disseminating best practices on how companies contribute to the fulfillment of the SDGs.

The Impact Champions Programme, which assists companies in the measurement and management of their impact, ultimately helping companies to make informed decisions on how to scale their business, has been successfully implemented in Colombia with five companies brought on board – a large proportion of the 20 total members. Additionally, BCtA's *Impact Lab* will be used by the UN's Multi-Partner Trust Fund – the Blending Finance Initiative on armed conflict-affected territories – to measure the impact of its investment into two BCtA member companies: Supracafé and Corpocampo.

BCtA and Impact Hub Medellin provided training on BCtA's *impact measurement tool*s during a one-day workshop delivered to 18 member companies of the Impact Hub's 'escalating initiative.' As a result of this training, companies displayed an interest in using the *Impact Lab* to create value beyond their commercial purpose and Impact Hub Medellin also expressed an interest in using the *Impact Lab* as a planning tool to improve the scope and quality of start-up enterprises' impact.

Four member companies – Crepes y Waffles, Grupo Exito, Sanofi and Supracafé – were selected for the IB Management Practices research programme. As a result, these companies shared best practices that they had identified through their experience 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.

As part of its effort to provide deep engagement with member companies in Colombia, BCtA held a Members Breakfast in October, which was attended by 14 member companies. Member companies expressed how BCtA is helping them not only raise their inclusivity, but also in business areas beyond IB, by providing measurement tools they can implement in other areas of operation. This also provided BCtA with the opportunity to welcome two new members – Constructora Bolivar and Wok – in person and strengthen the network between member companies operating in Colombia.

In addition, as part of BCtA's *Mid-Term Review,* which was published in November, a visit to Colombia was undertaken in order to gain insights from member companies and gather feedback from users on BCtA's service offerings. This visit allowed BCtA to gather more in-depth evidence regarding the progression of Colombian member companies towards the achievement of their commitments, further tailor support to individual member companies, and place IB in Colombia at the forefront of global advocacy efforts.

BCtA's work within Colombia forms a major part of the drive to grow our presence in the Latin American region, for which Colombian member companies serve as testaments to the impact of IB and a key source of knowledge. In 2019, BCtA added two new companies operating in the Latin American region (excluding Colombia) – BLUETOWN and Sustainable Fisheries Trade – to bring the total number of member companies operating in Latin America to 34 and expanding BCtA's presence in Latin America to 11 of the region's 20 countries. BCtA contributes to explore potential routes for broadening its reach within Latin America, and in 2019 conducted scoping research for partnering with companies in Costa Rica.

In December, BCtA signed a Service Plan with UNDP Country Office Peru in order to implement the SDG Corporate Tracker. This document specifies that a chapter on the private sector in UNDP Peru's *2020 Voluntary National Review on SDGs* will include measurements taken from the SDG Corporate Tracker.

▲ *Courtesy of Hogaru*

NEW MEMBER SPOTLIGHT

Hogaru: Offering secure and reliable working conditions for cleaners

The home cleaning market represents a US $2 billion opportunity in Colombia, yet over 750,000 cleaners are not in the formal job market. Digital platform Hogaru is filling in this gap by providing formal jobs for cleaners and reliable services for clients.

The vast majority of these cleaners are women who come from vulnerable backgrounds, due to a lack of primary education, job opportunities are limited. The jobs they get are often not even at the minimum salary level – making ends meet very difficult. At the same time, there are very few legal part-time cleaning services in Colombia.

Hogaru fills this gap in the job market by providing a fully legal service, where cleaners are trained and formally and legally employed by the company with

benefits. Cleaners are given a steady job through direct contracts and are paid fair wages with benefits, including access to social security such as health, pensions and a family welfare fund.

The company leverages technology to keep employee-client satisfaction up. The Hogaru app optimizes a cleaners' agenda, allowing them to work with multiple clients per week while a matching algorithm allocates the optimal cleaner to each client, based on criteria like availability, geographical location and type of service. Thanks to being incorporated into the formal labour market, 84% percent of cleaners have experienced an improvement in their economic stability and the company hopes to include over 3,000 more cleaners by 2022.

▲ *Courtesy of Sustainable Fisheries Trade*

NEW MEMBER SPOTLIGHT

Sustainable Fisheries Trade: Empowering fishers earn a fair and sustainable income

Social enterprise Sustainable Fisheries Trade (SFT) is empowering fishers in Peru and Chile by improving practices to protect the sustainability of fishing and by connecting artisanal fishers directly to buyers to provide fair and dependable sources of income. As marine fisheries contribute more than US$270 billion dollars annually to global GDP, fishing is one of the most lucrative food-based sectors internationally.

The industry, however, is at risk because of climate change, poor waste management, oil and other chemical spills, and overfishing.

These challenges have the most impact on small fishing communities, who are unable to compete with large marine fisheries that are more resilient to industry shocks. Fishermen and women therefore accept low pay for their fish, as they do not have the bargaining power individually. This low compensation, and the rapidly decreasing fish population based on environmental dangers, leaves artisanal fishing communities unsure of their source of income and the sustainability of their career.

To empower artisanal fishermen and women, SFT connects them with customers using technology, therefore disrupting the traditional supply chain while promoting sustainability of marine resources. As they connect fishermen directly with their buying audience, whether restaurants or retail outlets, fishers receive between 30 percent to 50 percent higher income for their effort, in comparison to working with traditional buyers. SFT also encourages conservation practices by offering training in sustainable harvesting to fishing communities, supplying products from different coves, and ensuring traceability.

By 2021, the company will 5,500 artisanal fishers and include 1,500 as suppliers.

3. Tunisia

Throughout 2019, and in partnership with UNDP Country Office Tunisia, BCtA conducted scoping activities to identify the present state of IB within Tunisia and understand how BCtA could use its expertise and tools to further the impact of IBs in the country. This included groundwork to raise awareness of BCtA and its service offerings. The partnership also provided a strong basis upon which to develop a pipeline of potential member companies and a mapping exercise that will allow a range of actors to target support IBs to prosper while improving the lives of those living at the BoP.

In April, BCtA led a panel on how innovation and technology are helping economically empower women in the private sector at the Tunis Forum on Gender Equality. An article was also published in the Guardian Labs on empowering women in the workplace, entitled *Gender equality: Closing the gap in the private sector around the world.*

A planned visit to Tunisia in 2020 will allow BCtA to strengthen existing connections with businesses, develop more detailed conceptions of specific IB models, and develop a strategy for how BCtA's tools and services can be integrated into UNDP Country Office Tunisia's work.

BCtA's activities in Tunisia are set to support inclusive practices through the lens of youth employment (and female employment in particular) and entrepreneurship. This is in light of Tunisia's high youth unemployment rate, the success of recent initiatives promoting self-employment (including the Government of Japan-funded *Employment Generation for Youth in Tunisia* project) and the potential that such programmes hold for the adoption of IB models, as supported by the roll-out of BCtA's tools and services. It is envisaged that these programmes, which provide access to professional and entrepreneurial training with an emphasis on environmental sustainability, will be naturally complemented by BCtA's service offerings.

▲ *Courtesy of Softlogic Life*

NEW MEMBER SPOTLIGHT

Softlogic Life: Safety nets for low-income communities

With almost 45 percent of Sri Lanka's population living at the base of the economic pyramid, the risk of slipping into poverty due to sickness or death are high for many, with only 14 percent of citizens covered for life insurance. Insurance provider Softlogic Life is ensuring safety nets for low-income citizens by providing inexpensive, flexible and easy to register insurance methods.

Softlogic Life observed that lower-income segments shied away from paperwork and sophisticated selling mechanisms. They realized the means of penetrating into these segments would have to be done in simple ways. Hence a mobile technology solution was identified as a tool to increase the adoption of life insurance by developing an inexpensive, flexible and easy to register insurance method. With mobile penetration over 100% in the country, ensuring familiarity of the registration and payment process, this mechanism eliminated paperwork and other sophisticated technology.

The company also joined forces with the Sri Lanka postal department. Since there are over 4,000 post offices and sub-post offices across the country with close to 8,000 postmen, these access points were able to reach more of the Sri Lankan population.

Hence, leveraging this already established networks like mobile and postal services the company was able to bring affordable life and health insurance closer to lower-income populations.

Within the first year of offering this service, Softlogic Life registered over 250,000 new clients, demonstrating how fast insurance penetration can be in the country with the right approach. With an average household size of four, up to 1 million Sri Lankans are directly or indirectly benefiting from the financial security of these products thus far.

iii. Building a Culture of Impact Measurement and Management

Key objectives

1. Reach 130 companies with online and offline capacity-building on impact measurement using BCtA's toolkit
2. At least 60 percent of member companies sharing their annual progress reports
3. Collaborate with key stakeholders in the SDG measurement field

The Impact Champions Programme and the BCtA Impact Lab

Out of the 25 member companies that joined BCtA's Impact Champions Programme at the start of 2019, 20 have fully adopted BCtA's methodology for measuring and managing impact within their communities of operation. The companies receive online training, customized feedback and guidance from BCtA in their IB initiatives, as well as technical support in measuring and reporting their impact. As a result of this support, these businesses can recognize their impact on BoP communities and gain insights into how they can augment their present level of impact. Representing a diverse cross-section of IBs of different sizes, markets of operation, locations and modes of inclusivity, member companies provide BCtA with valuable learning opportunities and allow a range of IB stakeholders to understand 'what works' in the context of IB.

The programme is delivered through the *BCtA Impact Lab,* which provides a structured platform for the identification, measurement and management of impact in the context of the SDGs. The *Impact Lab* covers the entire impact cycle, from the assessment of capacity all the way through to the analysis and reporting stage, so that companies are able to understand the entire process from the outset, establishing concrete and measurable impact targets that are then implementable. Seventy companies have started using the *Impact Lab,* as well as key IB actors

and advocates for activities, which use the tool for activities ranging from indicator integration to data management.

Impact Champions' SDG Commitments

SDG 1 (No Poverty) — 12

SDG 2 (Zero Hunger) — 9

SDG 3 (Good Health & Well-Being) — 7

SDG 4 (Quality Education) — 6

SDG 5 (Gender Equality) — 9

SDG 6 (Clean Water & Sanitation) — 2

SDG 7 (Affordable & Clean Energy) — 1

SDG 8 (Decent Work & Economic Growth) — 10

SDG 9 (Industry, Innovation & Infrastructure) — 3

SDG 10 (Reduced Inequalities) — 1

SDG 11 (Sustainable Cities & Communities) — 1

SDG 12 (Responsible Consumption and Production) — 5

SDG 13 (Climate Action) — 1

SDG 15 (Life on Land) — 2

SDG 17 (Partnerships for the Goals) — 2

BLUETOWN: Impact Champion

Innovative solutions leveraging technology and local partnerships have allowed internet service provider BLUETOWN connect more than a million low-income people to green, affordable and high-quality internet.

Almost 4 billion people are not connected to the internet and progress in connectivity has been relatively slow – in 2018 broadband access grew by only 0.8 percent in low-income households. This gap in connectivity provides opportunities for those willing to invest in innovative technology and business models – with the annual market value of connecting low-income consumers estimated at $308 billion.

Connectivity may help decrease the digital divide and existing inequalities in access to opportunities, allowing low-income communities raise their standards of living in multiple ways: affordable education through e-learning; reduced cost of health care access; access to information on best practices, market linkages and increased income, efficiency and product quality; and access to financial services.

Hence, BLUETOWN strives to make connectivity affordable and accessible for all. So far, the company has provided internet access to low-income communities across Ghana, Rwanda, Mozambique and India.

Their model goes beyond just providing internet access, the company has built a business model that address key barriers keeping people offline such as affordability, weak ICT skills and lack of knowledge of relevant content.

Their low-cost solutions through off-the-grid technology, such as solar-powered Wi-Fi hot spots, allows affordable internet reach remote communities. Training local retailers to become micro-operators allows them to manage internet services and work as local change agents who help build ICT capacity among their peers. This helps increase skills and awareness in communities of relevant local connectivity use cases, increasing adoption overall. In addition, using a local cloud platform BLUETOWN is able to provide relevant content such as e-learning, agricultural training videos, critical health information and selected entertainment – all without additional data costs for low-income users.

The company is also making strides to decrease the gender gap in connectivity; their share of female users in rural India is 50 percent higher than the average due to working with female retailers, low-entry-cost pricing and easier registration processes.

With plans to expand to other parts of India and Ghana along with Nigeria and Brazil by 2023 the company estimates they will connect an additional five million people to the internet. Their overall aim is to reach 230 million people in underserved communities globally by 2024.

▲ *Courtesy of BLUETOWN*

The *Impact Lab* has highlighted that companies of all sizes working in different sectors and regions share similar motivations and constraints related to impact measurement and management. Companies require real-time data to make better decisions that drive value for BoP stakeholders, but they lack the resources for continuous measurement and require guidance in order to understand which activities are the most impactful, and therefore worth prioritizing. A free, online and integrated tool with the associated guidance and support of the BCtA team is therefore of immense value to these companies.

BCtA's *Impact Lab,* alongside BCtA's other tools, is now being promoted by UNDP country offices, which have incorporated BCtA's principles of impact measurement and management as key elements of their private sector engagement strategies and have recognized BCtA as a prominent thought leader within the field of IB. Capitalizing on UNDP country offices' increased willingness to engage with IBs, BCtA collaborated with UNDP country offices in Armenia, Bangladesh, Belarus, Indonesia, Moldova and Turkey to provide online and in-person impact clinics and business accelerators to IBs and start-up ventures participating in impact management programmes.

In 2019, BCtA conducted online and in-person impact clinics for 55 companies, and 432 companies started using the *Impact Lab* for measuring and managing their impact (of which 40 percent completed Module 2).

IMPACT AIM, an impact accelerator supported by UNDP Armenia shared the following feedback after using BCtA's training resources: "*User-friendly interface, four straightforward modules, SDG alignment and IRIS database served as a good starting point for the design of around 10 impact profiles of startups and business ventures with limited or no experience in impact measurement and management. The generated impact models*

proved their applicability for various targets, amongst which non-traditional, sector-specific partnership building, resource mobilization, impact investment, rescaling the business models towards SDG agenda and others."

Annual Member Results Reporting

In 2018, 57 companies shared annual progress reports out of the 109 members that were requested to submit their results, producing a submission rate of 52 percent. This figure is slightly under the 2018 target of having over 60 percent of members reporting. This below-target figure is largely the result of the introduction of a new online reporting process, which is intended to transition members' reporting to a company-led process that requires fewer inputs from the BCtA team, experiencing sustained log-in and IT issues. However, following the pilot phase, this automated reported system is expected to increase the proportion of companies reporting in the long term.

Percentage of Active Members Reporting to BCtA

63%   65%   52%

2016   **2017**   **2018**
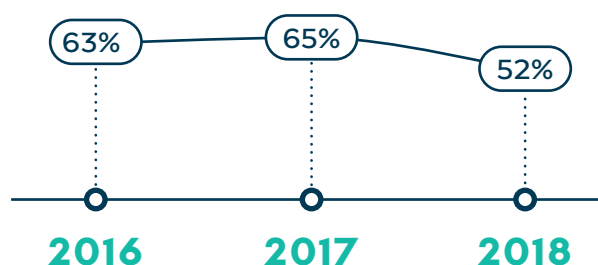
In 2018, the percentage of members reporting to BCtA declined when compared to the previous years, interrupting a sequence of increasing numbers of the previous years. In 2016, 63 percent of BCtA's member companies reported and this increased to 65 percent in 2017. One of the reasons is related to the fact that BCtA implemented an online reporting portal and experienced teething issues in the roll out of the new process.

As of May 2020, 30% of BCtA's active member companies have shared their 2019 results reporting. This process is currently in progress and in the coming months, BCtA is targeting an overall reporting rate of 55% for 2019 member results reporting.

Over the last years, BCtA initiated outreach for member results achieved in the previous year in March and presents the results to the Donor Steering Committee by September. This year, BCtA faced a disruption in the progress report workflow due to COVID-19, BCtA had to postpone the outreach for 2019 member results to April 2020, as member companies were putting all their efforts into ensuring business continuity and on surviving the crisis. The need of additional technological adjustments in the reporting platform added complexity to the process, but at the same time also added speed and scale as, in two weeks, BCtA reached a member response rate that took two months to achieve for 2018.

iv. 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 the go-to platform for the latest developments and knowledge on IB, with a focus on promoting its range of toolkits
3. Continue to grow BCtA's social media audience and raise the number of quality interactions across BCtA accounts in order to support Objective 2 (above) and achieve deeper engagement with strategic partners
4. 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 catalyse learning and catalogue evidence

In 2019, BCtA continued to produce and implement research into IB for the benefit of member companies and in order to retain its position as a thought leader at the cutting-edge of IB.

Throughout 2019, BCtA has been implementing lessons learned from 2018's State of IB Survey, which was published in partnership with GlobeScan, in trainings, its support of member companies and advocacy practices. This ensures that research is shared amongst the actors that actually implement its lessons and raises the potential impact of research.

These lessons were further developed through BCtA's signature report, *What does it take to go big? Management practices to bring inclusive business to scale*. This research, which accompanied the launch of the *Inclusive Business Management Practices Tool*, developed a comprehensive typology of IBs and identified four key drivers of change in IB through 17 case studies of BCtA member companies. This mapping and analysis of IBs, as well as the analysis of the IB ecosystem as a whole, has been impactful within the IB field, being shared by *Inclusive Business Boost*, SDG Business Hub and Business Fights Poverty.

In 2018, under the G20 Argentinian Presidency, BCtA led the consultative process and drafting of the *Inclusive Business Operational Guidelines*, which aimed to identify IB features and characteristics commonly used by leading institutions. In 2019, with the financial support of the Government of France, BCtA contracted IB experts, the Inclusive Trade through Innovation and Investment Platform (ITIIP), to further elaborate the IB features and scoring metrics, translate them into French, test them with IBs, and offer feedback for improvement. The resulting framework is due to be released in 2020.

Media presence
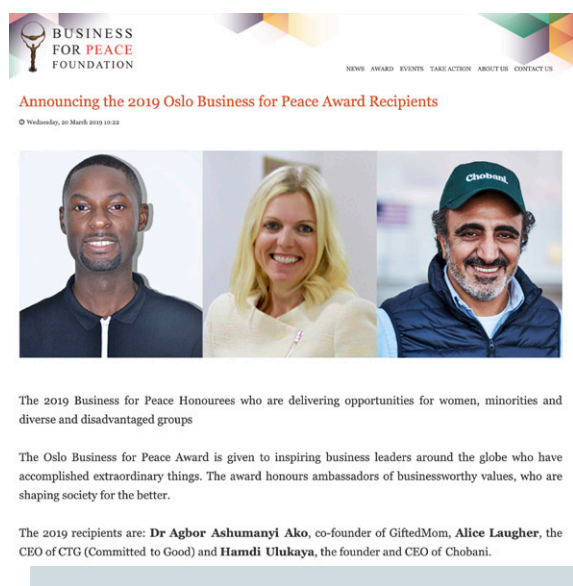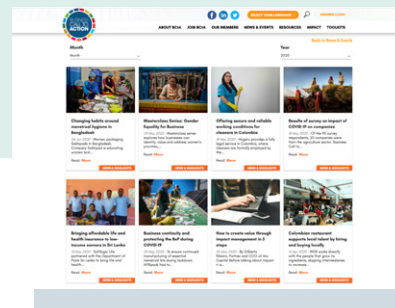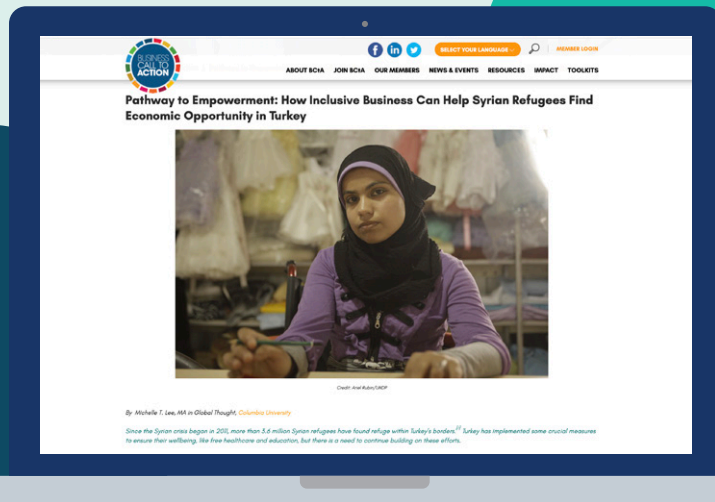
In 2019, BCtA published 71 articles, blogs and comment pieces, by both BCtA team members and member companies. Across BCtA's platforms, 35 BCtA-issued press releases, blogs and interviews, 53 3BL Media articles and multimedia pieces, and 24 Guardian stories were distributed.[10] Press releases announcing new memberships were published on the BCtA website and the 3BL media distribution service.

BCtA's Guardian microsite continues to provide an excellent visibility platform for our partners, members and IB actors to share perspectives on longer-term priorities and emerging issues related to IB. This, coupled with The Guardian's reputation as an open, independent media organization that prioritizes the news coverage and analysis of key global development issues, contributes to increasing BCtA's online credibility and visibility as an IB thought leader.

In 2019, BCtA content published on our Guardian Lab received 85,829 page views and 61,365 unique visitors, which, respectively, represent a 73 percent and a 59 percent increase on the Lab's performance in 2018.[11] The Guardian also reported an average dwell time of 2:42, which is significantly higher than the benchmark of 1:30. Over 4,000 people clicked through to the BCtA website after reading an article on the Guardian Labs webpage. Many pieces were also featured on external websites, including those of UNDP, Business Fights Poverty and iBAN.

In 2019, the 53 pieces distributed through the 3BL platform produced 1.37 million impressions and were viewed 289,000 times. For the full list of published content, see Appendix C.

The following are some of BCtA's most-read pieces: [12]

1. Gap Inc. Joins Business Call to Action Through Commitment to Provide Life Skills and Technical Training to One Million Women and Adolescent Girls
2. Business Call to Action Public Eye Q&A Series: Dutch Ministry of Foreign Affairs
3. How a Digital Platform Is Paving the Way for Health-tech in Pakistan
4. Stakeholder Engagement and Collaboration: Distracting Buzzwords, or the Secret Ingredients for Inclusive Business Success?
5. 'Drinkable, Pure, Safe': The Business Bringing Affordable Clean Water to Bangladesh

BCtA-managed platforms

In 2019, BCtA's website was accessed by 46,268 users, representing a 44 percent increase on the total number of unique users during 2018, whilst total page views fell by 17 percent, from 137,294 to 114,139. This demonstrates that, while fewer people are accessing BCtA material through our website, the average level of engagement is higher than in 2018. Our toolkits, including the *Inclusive Business Maturity Journey, BCtA Impact Lab, Inclusive Business & Human Rights,* and *Inclusive Business Management Practices* were accessed 4,510 times.

BCtA's newsletters were sent in February and May, to an updated list of 1,233 subscribers. The newsletter is an important method of sharing information about member company achievements, BCtA news and activities, and maintaining visibility as a leading IB platform among a range of stakeholders. In 2019, 37 news briefs on BCtA members and IB issues were produced for the newsletters, including event notices and new member spotlights.

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10 Note that some articles were published on multiple platforms.
11 Of these page views, 32,666 were for content published in 2019.
12 As measured by the number of views per quarter of publication.

In 2019, BCtA's presence on **Twitter** remained strong, with 226 tweets producing 569,700 impressions, rising from 512,400 in 2018. Posts were retweeted 1,278 times, and the number of followers grew from 4,282 to 4,925.

During 2019, BCtA posted 56 times on **Facebook** and the number of likes grew from 1,898 to 2,091. BCtA's Twitter page is synced with our Facebook account to increase the level of visibility.

BCtA's **LinkedIn** group more than doubled its following in 2019, reaching 629 members, compared to just 247 in 2018. Eighty posts lead to 271 reactions and 1,501 page-views. BCtA's LinkedIn readers are business focused and are more likely to participate in substantive discussions about issues than users of other networks.

Participation in and organization of key events and forums

In 2019, BCtA participated in and organized a number of events and forums in order to raise the profile of IB, construct a narrative regarding the relationship between IB and the SGDs, drive new ways of understanding IB, facilitate a dialogue around IB issues, create communities of like-minded practitioners, and connect actors from different fields, including the private sector, venture capitalists, NGOs, international organizations, academia and government agencies, whilst communicating BCtA's unique value to IBs.

In 2019, BCtA participated in numerous events and forums, of which some notable examples are listed below. For a full list of events and forums, see Appendix B.

The 6th Responsible Business Forum on Food and Agriculture, Bangkok, Thailand: In March, BCtA partnered with and actively participated in the Responsible Business Forum, which convened over 400 food, agriculture and nutrition decision-makers from companies, governments, financial institutions and NGOs. BCtA facilitated the participation of two BCtA members – Coconut Merchant and Mountain Hazelnuts – while also taking part in the parallel session on human rights and social inclusion in the food and agriculture chain. This forum also provided the opportunity to feature the BCtA Toolkit on Human Rights and Inclusive Business, which aims to provide practical guidance to IBs around the world on how to better respect human rights.

The Tunis Forum on Gender Equality in Tunis, Tunisia: In April, BCtA led a panel discussion on how innovation and technology are helping to economically empower women in the private sector at the Tunis Forum on Gender Equality. We also published a piece on BCtA's Guardian Labs page on empowering women in the workplace – *Gender equality: Closing the gap in the private sector around the world.*

BCtA Tools Workshop at ii2030 in Berlin, Germany: In June, BCtA held a workshop on BCtA's flagship tools on the sidelines of the Endeva ii2030 event in Berlin. Representatives from 13 organizations, including existing and potential member companies, NGOs and BCtA donors, attended the BCtA Tools Workshop. In addition to introducing the *Inclusive Business Maturity Toolkit, the BCtA Impact Lab* and the *Inclusive Business Management Practices Tool,* BCtA member company Saahas Zero Waste briefly presented their experience as a BCtA member and as a BCtA Impact Champion using the *Impact Lab.*

BCtA's 9th Annual Forum – *Inclusive Business: Emerging Models, Collaboration and Innovation: In September,* BCtA held its 9th Annual Forum, which took place on the side-lines of the 74th United Nations General Assembly. With over 150 participants, the event provided a platform for leading IB actors and experts to share their views on issues relating to private sector contribution to the SDGs, ranging from how innovation and collaboration are speeding up the pace and scale of IB impact to how climate issues can be addressed and how leading companies are empowering women through IB.

Assistant Administrator Ulrika Modéer opened the forum, which was held in association with the Unreasonable Group, iBAN, Business Fights Poverty and Endeva. The event included 41 speakers and presenters, eight panel discussions and breakout sessions and six Facebook Live or podcast interviews.

The 1st MENA BoP Global Network Summit in Cairo, Egypt: In October, BCtA led a panel discussion and workshop at the MENA BoP Global Network Summit. The panel discussion brought together business leaders from the agriculture sector in Egypt to discuss IB in the region and identified ways that smallholder Egyptian farmers, and women in particular, are successfully being incorporated into stable supply chains. BCtA's workshop on its tools welcomed 10 participants from the private sector and UNDP Country Office Egypt to learn about and practice using BCtA's flagship tools.

UNDP-UNICEF Webinar SDG finance: role of private sector: In November, BCtA participated in a webinar organized as a joint initiative of UNDP and UNICEF in showcasing the role of private sector engagement at scale for achieving the SDGs. Aligning and mobilizing private capital for investment in the SDGs and

▲ *Courtesy of Saahas Zero Waste*

recalibrating business models and strategies to include performance metrics of impacts on sustainable development will be critical, and BCtA has already developed a set of tools and business cases to show this contribution. This webinar was attended by UNDP country offices and UNICEF specialists to discuss new approaches for engaging companies and investors to finance the SDGs.

CSR summit in Bratislava: In November, BCtA participated in a round table organized by the Pontis Foundation and SlovakAid on SDGs as a Business Opportunity. The round table engaged Slovak private sector to discuss how companies can use the SDG framework to design their own activities and strategies in Slovakia and in developing countries.

The First Regional SDG Summit, *Mobilizing Finance for Sustainable Development Goals*: In November 2019, the UNDP country office and the representation of the UN in Kazakhstan hosted the First Regional SDG Summit on *Mobilizing Finance for the SDGs,* in cooperation with the Asian Development Bank. BCtA participated in the *Session Mobilizing finance for SDGs: Identifying gaps and opportunities.* The session was moderated by the Resident Representative, UNDP Kazakhstan, alongside the Vice Minister of National Economy of the Republic of Kazakhstan, the Senior Fellow of Development Initiatives in the United Kingdom, the Head of SDG Secretariat in Azerbaijan, the Director of TALAP, the Regional Director for Central Asia of the World Bank, the Specialist of International Financial Institutions for the Green Climate Fund and the CEO of Bitfury Group Kazakhstan. The audience was composed of government officials, businesses and civil society representatives from the CAREC countries and Russian Federation, development partners and academia. They discussed new ways of articulating the local ecosystem for supporting businesses aligned with the SDGs at the local level.

v. Advocacy, Collaboration and Partnerships

In 2019, BCtA established new partnerships with a range of IB actors and strengthened existing relationships with influential organizations in order to raise the effectiveness of our implementation networks and develop a common voice in advocating for IB as a means of achieving the SDGs. These partnerships allow BCtA to share insight into the most effective methods of promoting economic inclusion, broaden its audience of social impact-orientated enterprises, and grow its membership.

Collaborating with key stakeholders in the SDG measurement field

In 2019, BCtA strengthened its position as a leading front line service provider for IBs in the field of impact management. There is an increased demand for hands-on impact measurement and management tools and trainings. Within UNDP, BCtA is collaborating with UNSIF and SDG Impact to develop a more unified service offering under the Finance Sector Hub.

BCtA has established continued collaboration with key players in the impact management ecosystem, such as with Acumen's newly launched 60Decibels initiative and the Impact Management Project (IMP). These partnerships provide BCtA with technical inputs, credibility and visibility as part of the working group for the *Impact Lab.* In exchange, BCtA provides impact case studies that are vital for the measurement of impact and the identification of best practices.

BCtA partnered with the Global Impact Hub network, the world's largest network focused on building entrepreneurial communities for impact at scale, to provide impact management support to start-up ventures participating in Accelerate2030 programmes across the world. Accelerate2030 is a program co-initiated by Impact Hub Geneva and UNDP, with the mission of scaling up the impact of entrepreneurs working towards the achievement of the SDGs.

As a result of this, start-up ventures across the world have received training based around BCtA's *Impact Lab*, thereby positioning BCtA as a thought leader within IB and raising BCtA's profile amongst a diverse network of growing IBs. In 2019, BCtA delivered workshops in Armenia, Cambodia, Indonesia, Nigeria and Turkey.

Collaborating with key stakeholders on Inclusive Business

In 2019, BCtA further strengthened its partnership with iBAN by signing a *Strategic Knowledge Partnership*, which recognized the complementary nature of iBAN's Weave service offering and BCtA's tools. In addition, the combined weight of iBAN and BCtA's diverse network of IBs was identified as a prominent driver of IB mainstreaming and the two organizations' combined expertise in the field of IB was recognized as a potential catalyst for the advancement of capacity-building and knowledge management. Through the mutual promotion of tools and the joint development of training modules, webinar series and workshops, alongside the potential for conducting partnered research projects, iBAN and BCtA aim to safeguard the future of IB by raising its effectiveness and growing its scope.

In November, as a result of this strategic partnership, and in collaboration with IICPSD, a draft identification framework – the *Inclusive Business Operational Guidelines* – was produced. These guidelines offer a range of IB-oriented actors, including governments aiming to implement IB-enabling regulation and policy approaches, social impact-aware private investors and companies wishing to conduct self-assessment of their IB activities, a means of identifying a business' degree of social impact and inclusivity.

Throughout 2019, BCtA has been developing an IB Scoring Tool in partnership with the New Caledonia-based social innovation organization Inclusive Trade through Innovation and Investment Platform (ITIIP). The tool builds on the G20 Operational Guidelines, which aimed to identify IB features and characteristics commonly used by leading institutions and incorporates definitional and assessment structures proposed by the ILO, the World Bank and the Asian Development Bank. The intention of the tool is to assist social impact investors', local IB-orientated organizations' and company representatives' assessments of the degree to which businesses can be considered as inclusive and to highlight areas for improvement. As of December 2019, the first draft of the revised scoring tool has been produced and tested by impact investors and IBs. During 2020, BCtA and ITIIP will finalize IB features and scoring metrics, translate the tool into French, test the finalized structure with IBs and collate feedback for improvement.

BCtA also entered a strategic partnership with the Korea Social Enterprise Promotion Agency (KoSEA). Through this collaboration, BCtA is supporting KoSEA to facilitate the adoption of IB models by Korean companies in their network and KoSEA is encouraging eligible social enterprises to apply to become BCtA members, while also referring them to BCtA for support in the application process. For companies that are not yet mature enough to join BCtA, KoSEA is providing assistance by referring them to BCtA's online *Inclusive Business Maturity Toolkit*. Korean companies joining BCtA are also being offered visibility opportunities via BCtA's media channels, such as through thought leadership, blogs, articles and podcasts. Opportunities for delivering tailored in-person trainings are also outlined under this partnership.

Supporting BCtA's member companies have their IB models recognized

For the second year in a row, a BCtA member company has been awarded the Oslo Business for Peace Award. The award is conferred annually to exceptional individuals who exemplify the Business for Peace Foundation's concept of being business worthy (ethically creating economic value that also creates value for society). Upon BCtA's nomination, Dr. Agbor Ashumanyi Ako, co-founder of GiftedMom, was

selected by an independent committee of Nobel Prize winners in Peace and Economics as a 2019 recipient of the award for his efforts to create a world free of maternal and infant mortality by using last-mile technologies in Cameroon.

Advocating for IB to broader audiences

BCtA collaborated with the Unreasonable Group to hold the 9th Annual Forum and is also exploring the establishment of a strategic partnership. The Unreasonable Group operates immersive programs for growth-stage entrepreneurs and offers solutions to seemingly intractable challenges. They are also a multimedia company, a private global network, and an investment firm. So far, BCtA has identified several areas of collaboration, building on our respective networks and comparative advantage.

In June, BCtA arranged a workshop for CEMS (the Global Alliance in Management Education) students in Istanbul to present BCtA's approach for facilitating IB, share BCtA's impact measurement and management framework and highlight the impact that IB can have in the drive to achieve the SDGs. Additionally, in November, BCtA presented its activities and impact to students at Koç University in Istanbul.

vi. Putting 2019 Results into Context

As BCtA nears the end of its third phase of operations, it is worth placing performance into the context of the entire phase in order to identify emerging trends and transformations as well as ongoing challenges in BCtA's activities, as identified through key performance indicators. In 2019, many emerging trends that have emerged over Phase III have become more evident. In other areas of BCtA's operations, however, a

significant shift in outputs has occurred. In this section, BCtA's performance is demonstrated by charts displaying key items of outputs and outcomes over the last four years (which incorporates both Phase III and a later section of Phase II) as well as further narrative explanation when relevant.

Charts are presented in three sections according to indicator's area of focus: outreach and membership, impact management and measurement, and partnerships and communications. It should be noted that, where shown, the years in the x axis denote the following time periods (inclusive): 2016 (January 2016 – December 2016), 2017 (January 2017 – June 2017), 2018 (July 2017 – June 2018), 2019 (July 2018 – June 2019), and 2019 (Q3-4) (July 2019 – December 2019). Thus, **2017 and 2019 (Q3-4) refer to six-month periods rather than a year**.

Outreach and Membership

During Phase III, the number of member companies added by BCtA has fluctuated, as is to be expected given the length of the onboarding process. For all full 12-month periods, BCtA has achieved its membership target, however, it is observable that the number of new member companies added has generally been declining over the longer term. While BCtA has had a consistently strong pipeline of potential member companies in application stage through Phase III and 2019, consistent onboarding and higher numbers of new member commitments have been hindered by a bottleneck in due diligence reviews and approvals. The BCtA team has taken steps to streamline the risk assessment process in 2020 and accelerate the time between submission and final decision (more details on page 50).

BCtA Member Companies
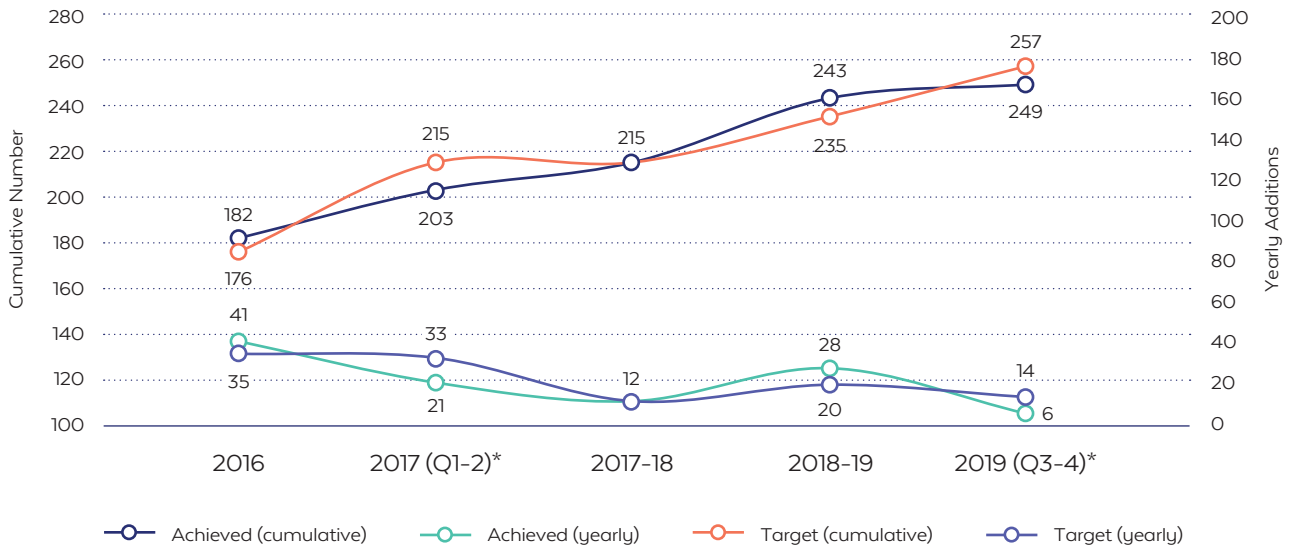
* Indicates a reporting period of six months.

The number of re-commitments has fluctuated over the course of Phase III and has declined in the longer term. This can be attributed in part to due diligence bottlenecks mentioned above, as well as on team turnover within BCtA, where relationships between new team members and older member companies with expiring commitments had to be built anew. The three re-commitments in the latter half of 2019 reflect renewed, closer engagement with longer-standing member companies, who have shown more willingness to recommit to BCtA when they have been engaged more frequently with the team and network.

Number of Re-commitments
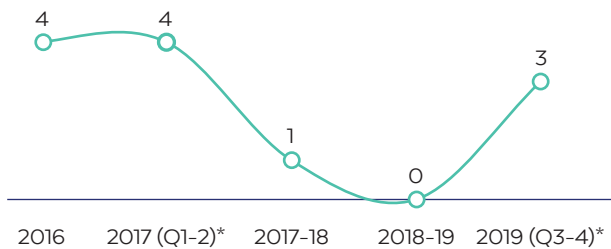
* Indicates a reporting period of six months.

With the exception of six-month reporting periods, the number of potential members that BCtA has encouraged to consider IB has grown year-on-year. This is due to BCtA's increasing reach, as achieved through more trainings and events, and represents BCtA's strengthened position within the IB ecosphere.

Number of Potential Member Companies Encouraged to Consider IB
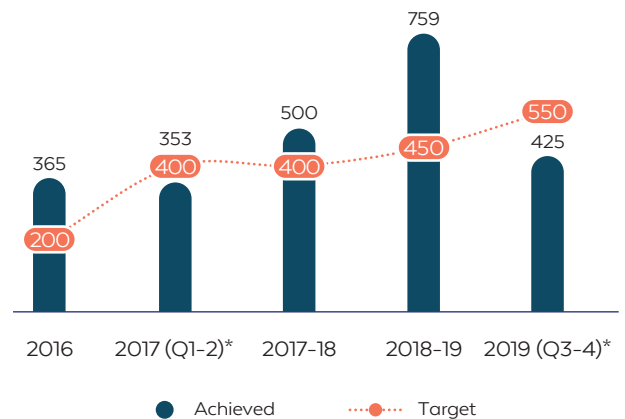
* Indicates a reporting period of six months.

Impact Measurement and Management

During Phase III, the extent of BCtA's activities and influence in impact measurement and management (IMM) has increased substantially as impact measurement and management has developed into a core element of BCtA's service offering. This can be seen both by the number of companies receiving training on impact measurement and management and the number of companies adopting better impact measurement and management practices.

Number of Companies Receiving IMM Training Using BCtA's Toolkit
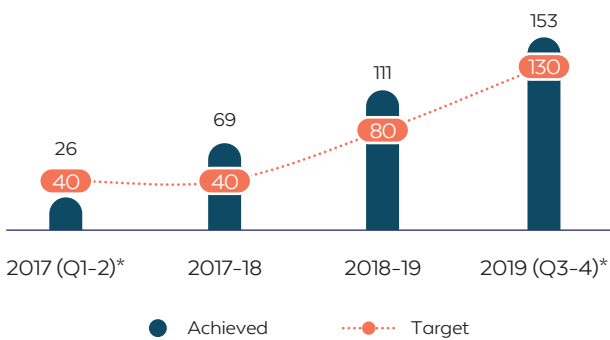
* Indicates a reporting period of six months.

Participating Companies that Adopt Better IMM Practices through BCtA Tools and Guidance
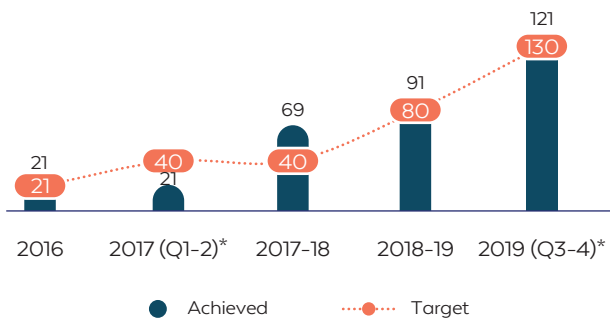
* Indicates a reporting period of six months.

Partnerships and Communications

Over the course of Phase III, BCtA's degree of media engagement has increased significantly, continuing a trend that has been evident since 2016. While this output for 2019-2020 is currently behind schedule, the development of an integrated communications strategy is expected to ensure that this target is reached and that BCtA's activities are effectively communicated and promoted.

Media Contributions and Mentions
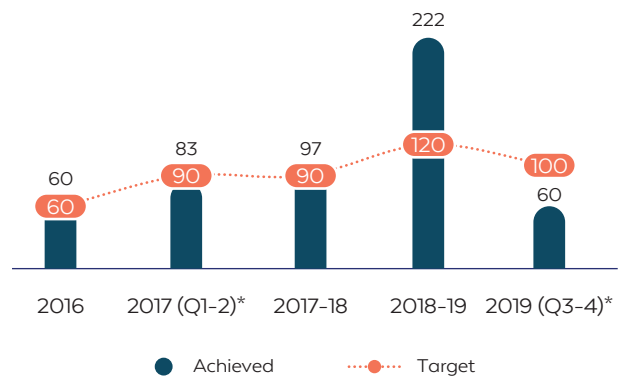
* Indicates a reporting period of six months.

Considering both Phase III and a longer time period, BCtA's participation in global events has remained consistent, while exhibiting a sustainable level of growth. Consequently, it is expected that the promotion of BCtA's service offering is expected to continue in the near future.

Participation in Regional and Global Events
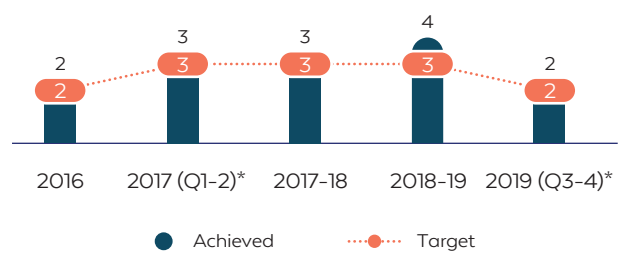
* Indicates a reporting period of six months.

BCtA's thought-leadership contributions have remained stable during Phase III but have declined since the later 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.

Thought-Leadership Publications
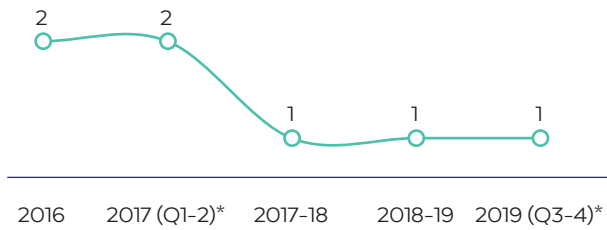
Note: Achieved figures exactly accord with targets.

* Indicates a reporting period of six months.

Country-Level Operations

Throughout Phase III, the number of commitments delivered by country-level engagement has been below targets. While Colombia has been a focus country success story in many ways, as reflected by a tight BCtA-led network of inclusive business practitioners in Colombia and Latin America more broadly, a strong Business Call to Action brand, and the embedding of inclusive business in the private sector strategy of the Colombia UNDP Country Office, 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.

Number of Commitments from Country-Level Engagement
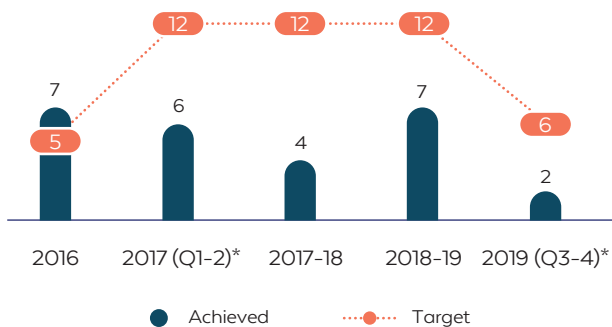
* Indicates a reporting period of six months.

Although BCtA efforts in Bangladesh showed promise in the first years of Phase III, leading to an uptick in new member commitments in Bangladesh, cohorts of companies using BCtA's impact tools and multiple mentions in local Bangladeshi media, engagement with the Bangladesh Country Office began to taper in 2019 when BCtA's primary outreach focal point in Bangladesh left UNDP and as BCtA went many months without a programme manager.

Attributable to this reduced engagement with focus country representatives is the decline in the number of companies in focus countries being reached through BCtA toolkits in Phase III. It is worth noting however, that outreach to companies continued, particularly in Colombia, with due diligence in line to be approved. BCtA looks forward to planned improvements to the member onboarding process to overcome the stall in focus country membership as well as the inclusion of Tunisia to the focus country portfolio in 2020 to rectify other focus country shortcomings.

Number of Companies Reached with BCtA Toolkits in Focus Countries
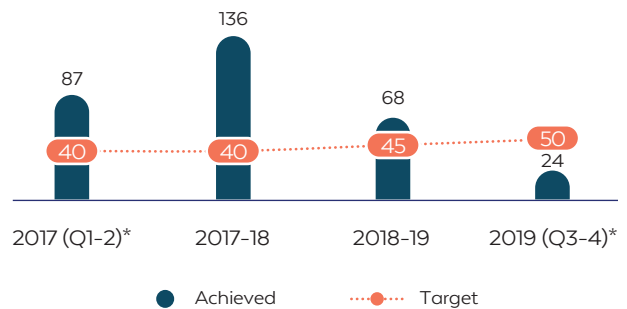
* Indicates a reporting period of six months.

vii. BCtA's Challenges and Lessons Learned

Due diligence

Due diligence processes are key elements for warranting the quality and standards required to become a BCtA member, as well as an important tool for risk assessment and management.

Delays in due diligence approval have meant that BCtA's pipeline of potential members has faced a bottleneck on the path to achieving full BCtA membership. In line with the UNDP Policy on Due Diligence and Partnerships with the Private Sector, BCtA completes a risk assessment on all aspiring member companies. As one of UNDP's largest private sector networks, BCtA risk assessments account for most of the due diligence profiles that the UNDP risk assessment team reviews before submitting them for final decision-making.

As such, BCtA and the risk assessment team will make joint efforts on timely risk assessments and simultaneously bolster BCtA's capacity to conduct due diligence and submit risk assessment recommendations directly for final decision-making.

BCtA website

Recurring technical issues with BCtA's application and reporting portal have delayed the smooth submission and analysis of membership applications and annual progress updates from companies. BCtA has worked with its website developer to troubleshoot these issues and ensure a more streamlined annual reporting process and integration of BCtA's full suite of online tools and functionalities moving forward.

BCtA team

Phase III signalled a time of ongoing change, not only in the landscape of inclusive business and private sector engagement in achieving the Sustainable Developments Goals, but within the BCtA team as well. While the team has many accomplishments from Phase III to be proud of, new opportunities and changing circumstances of BCtA team members over the last years has led to periods where the team operated with minimum staff and even periods without the direction and leadership of a dedicated full-time BCtA programme manager.

2019 came to a close under the vision of new leadership and a freshly assembled and motivated team eager to collaborate and innovate for inclusive business success and delivery of BCtA value to members and partners for years to come.

B. Logframe

BCtA's target-setting and reporting format means that performance results for 2019 are split across two logframes: The Year Two Logframe and the Year Three Logframe.

The Year Three Logframe, as presented in this section, specifies BCtA's targets and performance against targets set between July 2019 and June 2020 (with July to December 2020 targets included for reference), thereby covering the last six months of the time period accounted for by this report. The logframe for the first six months of 2019, which was shared in BCtA's Mid-Term Report, is provided in Appendix D. Both logframes report BCtA's performance against targets over 2019 and should be given equal weighting regarding BCtA's 2019 performance.

Outcome level

INDICATORS	BASELINE (End of Year 2)*	YEAR 3 TARGET (July 2019 – June 2020)	PROGRESS ACHIEVED (as of Dec 2019)*	JULY – DEC 2020 Target **	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	-		-	Through its active engagement in relevant events at global and country level, 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
Indicators to track IB models' contribution to the SDGs defined	40 indicators from SDGs developed and integrated into the *Impact Lab*	-		-	Indicators integrated within the *Impact Lab*
IB included by leading corporate sustainability standards as a measure of responsible business practices	Yes	-		-	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 from 2018 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 *Impact Lab*)	130	121	155	21 companies through BIMS, 70 companies using the *Impact Lab*, and 30 reached through workshops since July 2019

INDICATORS	BASELINE (End of Year 2)*	YEAR 3 TARGET (July 2019 – June 2020)	PROGRESS ACHIEVED (as of Dec 2019)*	JULY – DEC 2020 Target **	NOTES
Members and other stakeholders perceive improved credibility of IB commitments and BCtA's membership and impact measurement support	Achieved	–		–	Increased demands for BCtA's services, including on Impact Measurement and Management 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		Track good management practices and assess link with progress made	The *Inclusive Business Management Practices Tool* and the associated report, *What does it take to go big? Management practices to bring inclusive business to scale*, released in September raises the quality of members' decisions related to inclusivity
Number of follow-on commitments	–	–	3	–	–
Number of commitments that report growth	92% in 2017 reporting	–	94% in 2018 reporting	–	2019 reporting will be available in August 2020
Number of member companies that perceive BCtA tools have helped them improve their effectiveness and scale	–	–		–	–

* Progress against Year Three target highlighted in green if on track or set to exceed the target and red if currently falling behind the target.
** Targets taken from the 6-month logframe extension approved by the DSC in October 2019.

Output level

OUTPUT INDICATORS	BASELINE (End of Year 2)*	YEAR 3 TARGET (July 2019 – June 2020)	PROGRESS ACHIEVED (as of Dec 2019)*	JULY – DEC 2020 Target **	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	425	600	–
1.2 Number of BCtA companies (*cumulative*)	243	257	249	280	36 potential member companies progressing through the onboarding process/waiting for due diligence checks
1.3 Number of BCtA commitments (*cumulative*)	254	–	262	–	–
1.4 Number of companies using BCtA's SDG and IB maturity journey and IB management practices toolkit	Offline: 41 Online: 63 Total: 104	126	Offline: 52 Online: 74 Total: 126	170	BCtA conducted workshops in Lagos (19 companies attending), Cairo (10), Utrecht (20) and Istanbul (3); Online maturity diagnostics were used by 74 organizations
1.5 Relevant role at critical global/ regional events	4	Co-host at least 2 events, incl. annual forum	Hosted or co-hosted 2 events, incl. annual forum	Co-host at least 1 event	Organized Annual Forum on the sidelines of the 74th session of the UNGA. Organized a session during the MENA BoP Summit in Cairo.
1.6 Selection process and criteria published	Applied	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	–	The *Inclusive Management Practices Tool* implemented and being used by a wide range of IBs in order to identify high performers

OUTPUT INDICATORS	BASELINE (End of Year 2)*	YEAR 3 TARGET (July 2019 – June 2020)	PROGRESS ACHIEVED (as of Dec 2019)*	JULY – DEC 2020 Target **	NOTES
1.8 Global media and event partnerships	2 existing partnerships being implemented	Partnerships reviewed and strengthened	Partnerships reviewed and strengthened	–	BCtA's partnership with 3BL Media was extended in October 2019 until January 2020; BCtA's partnership with The Guardian is set to expire in December 2020
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	–	The full version of the BCtA *Impact Lab* 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 is currently under development.
2.2 Online and offline capacity-building on impact measurement using BCtA's toolkit (*cumulative indicator*)	111 companies	130 companies	153 companies	155 companies	Includes online and in-person workshops
2.3 Percentage of required member companies who share their annual progress report	67%	Over 55%	54%	Over 55%	The introduction of a new online process that is intended to transition members' reporting to a company-led process that requires fewer inputs from the BCtA Team has been experiencing log-in and IT issues. However, following the pilot phase, this automated reported system is expected to increase the proportion of companies reporting in the long term.
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	Partnerships with SDG Impact, the Impact Management Project, the Global Reporting Initiative, Acumen Fund and the Impact Hub strengthened

OUTPUT INDICATORS	BASELINE (End of Year 2)*	YEAR 3 TARGET (July 2019 – June 2020)	PROGRESS ACHIEVED (as of Dec 2019)*	JULY – DEC 2020 Target **	NOTES
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	One report, 13 blogs, 12 Guardian microsite stories and 3 webinars	Develop and publish thought leadership contribution(s) including 5 selected cases documented	*What does it take to go big? Management practices to bring inclusive business to scale* report, which included 17 case studies, released in 2019
3.2 Number of BCtA media contributions on IB (own and from others) (yearly indicators)	123 media contributions and 99 media mentions	100	33 media contributions and 27 media mentions	130	–
3.3 Benchmarking of progress and management practices; aggregation methodologies developed	Methodology developed	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 toll 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	Engagement within Tunisia strengthened with a continuing in-country presence; Scoping activities conducted in Tunisia, which will continue in 2020 as BCtA progresses towards adding Tunisia as a focus country

OUTPUT INDICATORS	BASELINE (End of Year 2)*	YEAR 3 TARGET (July 2019 – June 2020)	PROGRESS ACHIEVED (as of Dec 2019)*	JULY – DEC 2020 Target **	NOTES
4.2 Number of new commitments as a result of BCtA country-level engagement	7	5	2	12	Progress in new commitments reduced by bottleneck in due diligence processing. Seven companies are currently progressing through the application process in Colombia and should be expected to become members in early to mid-2020.
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	24	55	Colombia: 18 companies trained on impact measurement and management practices and five as part of the Impact Champions Programme. Bangladesh: 1 company trained as part of the Impact Champions Programme. Progress generally in line with target.
4.4 Country-level publications on IB's contributions to SDG	–	Nil	Nil	1 country-level publication completed	As a result of the postponement of the incorporation of Tunisia as a focus country, planned country-level publications have been delayed. Publications to be scheduled for 2020.
4.5 Number of SDG and IB public-private dialogues facilitated	–	2 country-level dialogues facilitated	1 (in Colombia)	1 country-level dialogue facilitated	Visit undertaken to Colombia in October in order to provide training, strengthen partnerships and receive feedback from member companies

* Progress against Year Three target highlighted in green if on track or set to exceed the target and red if currently falling behind targets.
** Targets taken from the 6-month logframe extension approved by the DSC in October 2019.

C. Appendices

Appendix A: Capacity-Building and Awareness-Raising Activities

	ACTIVITY	PARTNER	CONTENT/RESULT	PARTICIPANTS
JANUARY	Online Impact Clinic for start-ups participating in an impact accelerator	Invest2 Innovate Pakistan	Companies use BCtA's Impact Measurement and Management methodology and tools to understand their social and environmental impact	4 companies
FEBRUARY	In-Person Impact Workshop for start-ups participating in an impact accelerator in Moldova	UNDP Country Office Moldova	Companies use BCtA's Impact Measurement and Management methodology and tools to understand their social and environmental impact	4 companies
MARCH	In-Person Impact Workshop for start-ups participating in an impact accelerator in the Philippines	UNDP Country Office Philippines and ISIP	Companies use BCtA's Impact Measurement and Management methodology and tools to understand their social and environmental impact	10 companies
	In-Person Impact Management Training on the margins of SDG Impact Investment Forum - Unlocking Impact Investment in Belarus	UNDP Country Office Belarus	Provided training on the Impact Lab to UNDP Country Office colleagues and companies	8 in total (including 2 companies)
APRIL	Impact Accelerator Workshop in Armenia	UNDP Country Office Armenia and Impact Aim	Provided training on impact management to social enterprises and UNDP Armenia, so that they can support socially orientated start-ups on their impact journeys	8 start-up social enterprises
MAY	First Inclusive Business Boost Workshop in London	Business Innovation Facility, Accenture and DfID	Part of the *Inclusive Business Boost,* a series of activities funded and co-facilitated by Accenture's Innovation Centre and the Business Innovation Facility exploring the question: "How can we improve our returns and scale up our investments in inclusive business?"	8 companies (MNCs)

	ACTIVITY	PARTNER	CONTENT/RESULT	PARTICIPANTS
JUNE	BCtA Tools Workshop at ii2030	Endeva	BCtA Tools Workshop before Endeva's ii2030 event kickoff to introduce the Inclusive Business Maturity Toolkit, the *BCtA Impact Lab* and the *Inclusive Business Management Practices Benchmarking Tool*	13 organizations (including 10 companies)
	Online Impact Clinic for start-ups participating in the Start-Up World Cup	UNDP Bangladesh and Fenox International VC	Training on the use of BCtA's Impact Measurement and Management methodology and tools to understand social and environmental impact	7 companies
	In-Person Impact Workshop for start-ups participating in an impact accelerator in Indonesia	Impact Hub Jakarta	Provided training on the Impact Lab to start-up social enterprises partnered with Impact Hub	6 start-up social enterprises
JULY	In-Person Impact Workshop for start-ups participating in an impact accelerator in Turkey	Impact Hub Istanbul	Provided training on the Impact Lab to start-up social enterprises partnered with Impact Hub	2 start-up social enterprises
	In-Person Impact Workshop for start-ups participating in an impact accelerator in Nigeria	Impact Hub Lagos	Provided training on the Impact Lab to start-up social enterprises partnered with Impact Hub	4 start-up social enterprises
	Inclusive Boost Workshop in Lagos	Business Innovation Facility, Accenture and DfID	Part of the *Inclusive Business Boost,* a series of activities funded and co-facilitated by Accenture's Innovation Centre and the Business Innovation Facility exploring the question: "How can we improve our returns and scale up our investments in inclusive business?"	19 companies
	SDG Impact Accelerator Workshop for Start-Ups in Istanbul	–	Providing impact training for start-up social enterprises so that they can create individualized theories of change that will create a framework for social impact	30 participants
	Impact Measurement and Management for Islamic Finance Workshop in Indonesia	UNDP Country Office Indonesia	Provided training on the Impact Lab to representatives from academia, social enterprises and NGOs	30 participants

	ACTIVITY	PARTNER	CONTENT/RESULT	PARTICIPANTS
SEPTEMBER	Inclusive Business Boost Workshop in Istanbul	Business Innovation Facility, Accenture, DfID, and the Turkish Union of Chambers and Commodity Exchanges	Part of the Inclusive Business Boost, a series of activities funded and co-facilitated by Accenture's Innovation Centre and the Business Innovation Facility exploring the question: "How can we improve our returns and scale up our investments in inclusive business?"	3 companies and 2 universities (including 1 alumni association)
	Follow-Up Online SDG Impact Assessment Workshop for Start-Ups	–	Reviewing and revising start-up companies' theories of change to raise their future social impact	8 participants
OCTOBER	Tools to Drive Scale and Impact for the Inclusive Business: BoP Summit in Cairo	BoP Global Network	Provided training on impact measurement and management on the sidelines of the BoP Summit	10 participants (mostly from the private sector)
	Business Breakfast on Developing and Scaling Inclusive Business in Utrecht	Ministry of the Foreign Affairs of the Netherlands, MVO Nederland, and the BoP Innovation Center	Allowed BCtA to present its latest tool, related to IB management, and facilitate the informal sharing of best practices and lessons learned	Over 20 participants representing innovative Dutch businesses that are implementing IB
	In-Person Impact Workshop for start-ups participating in an impact accelerator in Colombia	Impact Hub Medellin	Provided training on the Impact Lab and how it links to impact measurement and management to start-up social enterprises partnered with the Impact Hub	18 companies
NOVEMBER	Online Inclusive Business Boost Webinar	–	Companies used BCtA's Impact Measurement and Management methodology and tools to understand their social and environmental impact	18 participants
	Islamic Finance Impact Investing Workshop in Indonesia	IICPSD	Provided impact measurement and management training as part of a two-day workshop on the impact of Islamic finance investing	30 participants from government departments, academic institutions and Islamic finance actors

	ACTIVITY	PARTNER	CONTENT/RESULT	PARTICIPANTS
NOVEMBER (cont.)	What Management Practices Bring Inclusive Business to Scale? Webinar	Business Fights Poverty	Consideration of the opportunities available to IBs when scaling and the potential challenges they face, with four speakers from three BCtA member companies – CEMEX, Gap Inc. and Mahindra Home Finance – and one BCtA partner – SustainAbility	3 member companies
	SDG Impact Measurement and Management Online Learning Session	UNDP Country Office Indonesia	Webinar delivered to UNDP Country Office Indonesia showcasing BCtA's Impact Measurement and Management approach, experience and examples from the private sector	10 participants
	CSR Summit in Bratislava	Pontis Foundation and SlovakAid	Event on SDGs as a Business Opportunity. BCtA participated in a round table with Slovak private sector to discuss how companies can use the SDG framework to design their own activities and strategies in Slovakia and in developing countries	130 participants (60 companies)
	First Regional SDG Summit: Mobilizing Finance for the SDGs	UNDP country office and UN in Kazakhstan in cooperation with the Asian Development Bank	BCtA participated in the session "Mobilizing finance for SDGs: Identifying gaps and opportunities"	70 participants (10 companies)
ONGOING	Ongoing online impact clinics for BCtA member companies in the Impact Champions Programme	–	Companies use BCtA's Impact Measurement and Management methodology and tools to understand their social and environmental impact	20 companies

Appendix B: BCtA and Member Participation at Key Events

BCtA actively participated in key events and global forums, sharing knowledge and discussing emerging challenges and opportunities around IB with a wide audience, including governments, companies, civil society and academia. Convening and participating in such events provides visibility to BCtA members and helps them to connect with decision-makers, policy-framers, businesses, and investors, leading to opportunities for growth. The following is a complete list of the events and forums attended by or organized by BCtA in 2019.

SDG Impact Investment Forum – Unlocking Impact Investment in Minsk, Belarus: In March, BCtA attended the Impact Investment Forum, which provided an opportunity to reach out to new members. The forum also allowed BCtA to deliver a training on Impact Management (which was attended by companies, NGOs, UNDP country offices and the UN Global Compact).

6ᵗʰ Responsible Business Forum on Food and Agriculture in Bangkok, Thailand: In March, BCtA partnered with and actively participated in the Responsible Business Forum, which convened over 400 food, agriculture and nutrition decision-makers from companies, governments, financial institutions and NGOs. BCtA facilitated the participation of two BCtA members – Coconut Merchant and Mountain Hazelnuts – while also taking part in the parallel session on human rights and social inclusion in the food and agriculture value chain. This provided the opportunity to feature BCtA's Toolkit on Human Rights and Inclusive Business, which offers practical guidance to IBs around the world on how to better respect human rights within their operations.

Tunis Forum on Gender Equality in Tunis, Tunisia: In April, BCtA led a panel discussion on how innovation and technology are helping to economically empower women in the private sector at the Tunis Forum on Gender Equality. BCtA also published an opinion piece on the Guardian Lab about empowering women in the workplace – *Gender equality: Closing the gap in the private sector around the world.*

Albania Private Sector Scoping Mission: In May, BCtA, together with the Istanbul Reginal Hub Partnerships Team, undertook a three-day scoping mission in Albania with the following objectives: to participate in a round of meetings with several large companies and business associations operating in Albania; to brainstorm potential areas of cooperation and assess whether there is scope and interest from the respective companies in engaging with UNDP and becoming members of BCtA; and to provide a short training session to country office colleagues on private sector engagement. It was deemed that there exists significant scope for shared-value partnerships, especially with companies in the financial services sector and telecommunications, and in mobilizing companies and building coalitions around critical development topics.

BCtA Tools Workshop at ii2030 in Berlin, Germany: In June, BCtA held a workshop on BCtA's flagship tools on the sidelines of the Endeva ii2030 event in Berlin. Representatives from 13 organizations, including existing and potential member companies, NGOs and BCtA donors, attended the workshop. In addition to introducing the *Inclusive Business Maturity Toolkit, the BCtA Impact Lab* and the *Inclusive Business Management Practices Benchmarking Tool*, BCtA member company Saahas Zero Waste briefly presented their experience as a BCtA member and as a BCtA Impact Champion using the *Impact Lab*. In addition to representatives from current and pipeline member companies, participants included representatives from NGOs working with IBs and one representative from a BCtA donor, SDC. This workshop yielded a new BCtA member company, eKutir, and instigated initial discussions with four organizations (Bayer AG, GSMA AgriTech, MECS, and HEKS/EPER) about collaborating with BCtA to use one or more of the BCtA tools in their work.

SmartHead Sustainability Summit in Bratislava, Slovakia: In June, BCtA participated in a one-day conference organized by SmartHead Platform, whose objective is to create a community of companies that act responsibly and sustainably, contribute to the protection of the environment and the development of society, and inspire others. This was the first summit of its type organized by SmartHead, which intends to extend this event into an annual series.

BCtA's 9th Annual Forum – *Inclusive Business: Emerging Models, Collaboration and Innovation*: In September, BCtA held its 9th Annual Forum, which took place on the sidelines of the 74th United Nations General Assembly. With over 150 participants, the event provided a platform for leading IB actors and experts to share their views on timely issues relating to private sector contribution to the SDGs, ranging from how innovation and collaboration are speeding up the pace and scale of IB impact, to exploring the business benefits or addressing climate issues and how leading companies are empowering women through IB. Assistant Administrator Ulrika Modéer opened the forum, which was held in held in association with the Unreasonable Group, iBAN, Business Fights Poverty and Endeva. The event included 41 speakers and presenters, eight panel discussions and breakout sessions, and six Facebook Live or podcast interviews.

1st MENA BoP Global Network Summit in Cairo, Egypt: In October, BCtA led a panel discussion and workshop at the MENA BoP Global Network Summit. The panel discussion brought together business leaders from the agriculture sector in Egypt to discuss the IB ecosystem in the region and identified ways that smallholder Egyptian farmers, and women in particular, are successfully being incorporated into stable supply chains. BCtA's workshop on the programme's tools welcomed 10 participants from the private sector and UNDP Egypt, presenting and facilitating a practice session using BCtA's flagship tools.

▲ *Courtesy of BLUETOWN*

Appendix C: BCtA Content

	CONTENT TITLE	PAGE VIEWS*
JANUARY	Educating 5 million rural Bangladeshi children on health, hygiene and safe drinking water (Unilever Bangladesh joining BCtA)	BCtA: 63 3BL Media: 9,248/26,203
	Waste not, want not: Rubbish processing company creates jobs while transforming waste fuel (Saahas Zero Waste joining BCtA)	BCtA: 202 3BL Media: 5,440/15,540
	Empowering West African women through ethical manufacturing (Ethical Apparel Africa joining BCtA)	BCtA: 113 3BL Media: 7,229/23,334
	A message to entrepreneurs: This is about missing entire markets, not just marketing opportunities (Interview with Sahba Sobhani, BCtA Technical Advisor, by iBAN's Carolina Zishiri and Patrick Scheffe)	BCtA: 42 3BL Media: 8,105/36,791
	Ethical Apparel Africa selected for London Stock Exchange Group's 'Companies to Inspire Africa 2019' report	BCtA: 14 3BL Media: 6,335/31,745
	Embracing innovation to tackle humanity's greatest challenges (David Wallerstein, Tencent Chief Exploration Officer, Taimur Khilji, UNDP Bangkok Regional Hub Economist and Urban Development Lead, Sahba Sobhani, UNDP Private Sector Adviser & Paula Pelaez, Head of BCtA)	BCtA: 22 The Guardian: 2,093 3BL Media: 14,223/39,553
	BCtA at 10: Inclusivity for all in an ambitious new call to action (Paula Pelaez, Head of BCtA)	BCtA: 38 The Guardian: 800 3BL Media: 12,320/31,521
	Gap Inc. joins Business Call to Action through commitment to provide life skills and technical training to one million women and adolescent girls (Gap Inc. joining BCtA)	BCtA: 206 3BL Media: 13,504/34,860
FEBRUARY	Private sector and its contribution to the SDGs: A journey to data-gathering through corporate sustainability reporting in Colombia (BCtA developing a Voluntary National Review in partnership with UNDP Colombia and GRI)	BCtA: 570
	Business Call to Action News Bite	BCtA: 28
	How the Fishermen of Madagascar are pulling together to combat climate change (Adrian Rutishauser, Project Manager at WeConnex AG)	BCtA: 17 The Guardian: 644 3BL Media: 7,001/38,675
	Why tackling poverty and climate change should go hand in hand (Jin Qin, BCtA)	BCtA: 25 The Guardian: 663
MARCH	Bringing medical treatment to neonatal patients across Africa (MTTS joining BCtA)	BCtA: 92 3BL Media: 9,006/22,850
	Providing financial solutions for Uganda's unbanked communities (Innovate More Uganda joining BCtA)	BCtA: 158 3BL Media: 7,033/39,800

	CONTENT TITLE	PAGE VIEWS*
MARCH (cont.)	Japanese bag manufacturer empowering women in the Philippines by teaching new skills and providing fair wages (Sulci joining BCtA)	BCtA: 223 3BL Media: 10,061/36,806
	Serving the healthcare needs of Colombia's rural farmers (Olivia Allen, International Volunteer and 2018 Fulbright Colombia ETA Grantee)	The Guardian: 428
	Announcing the 2019 Oslo Business for Peace Award Recipients	3BL Media: 6,739/30,112
APRIL	Colombia launches SDG Corporate Tracker to measure private sector contribution to the SDGs	BCtA: 384
	Inclusive Business Action Network and Business Call to Action partner to scale up inclusive business	BCtA: 81 3BL Media: 6,273/33,334
	Empowering women in conflict-affected communities in India (The Fabric Social joining BCtA)	BCtA: 63 3BL Media: 8,409/28,192
	Gender equality: Closing the gap in the private sector around the world (Nazila Vali, BCtA Knowledge and Partnerships Lead & Sahba Sobhani, Interim Head of BCtA)	The Guardian: 837 3BL Media: 5,860/36,785
MAY	Sehat Kahani nominated for 2019 Rolex Awards	BCtA: 64 3BL Media: 7,868/29,095
	BCtA member GiftedMom wins Oslo Business for Peace Award	BCtA: 52 3BL Media: 8,679/25,336
	What does it take to go big? Management practices to bring inclusive business to scale (Planned launch of the *Inclusive Business Management Practices Tool*)	BCtA: 203
	Empowering artisanal fishing communities to earn a fair and sustainable income (Sustainable Fisheries Trade joining BCtA)	BCtA: 98 3BL Media: 4,413/28,015
	Business Call to Action News Bite	BCtA: 55
	'Drinkable, pure, safe': The business bringing affordable, clean water to Bangladesh (Katherine Purvis, The Guardian Production Coordinator)	The Guardian: 8,989 3BL Media: 6,631/25,916
	Business Call to Action: The role of inclusive business for inclusive growth (originally published by 3BL Media as: Business Call to Action Public Eye Q&A Series: Dutch Ministry of Foreign Affairs) (Hans Docter, Director of Sustainable Economic Development at the Dutch Ministry of Foreign Affairs)	BCtA: 79 The Guardian: 174 3BL Media: 6,748/34,706
	Investment with a conscience: The rise in pension fund-based impact investing (The Guardian)	BCtA: 18 The Guardian: 938 3BL Media: 7,111/31,289
	Different from business as usual: Unique talent management principles in inclusive business (Interview with Nazila Vali, Deputy Head of BCtA, by Susann Tischendorf, iBAN)	BCtA: 35

	CONTENT TITLE	PAGE VIEWS*
JUNE	How a digital platform is paving the way for health -ech in Pakistan (Nida Shehzad, Digital and Innovation Lead at Sehat Kahani)	BCtA: 19 The Guardian: 477 3BL Media: 5,698/20,650
	BCtA partner perspectives on emerging trends and top priorities in the world of inclusive business (Carin Jamtin, Director General of the Swedish International Development Cooperation Agency)	The Guardian: 179 3BL Media: 3,030/17,090
	Spurring communities, confidence and communication: How companies are tackling gender-based violence (Sheila Casserly, BCtA Outreach and Membership Lead)	BCtA: 13 The Guardian: 210
	The Journey of Total to inclusive energy solutions (Lucie Klarsfeld, Partner, François Lepicard, Senior Partner, & Olivier Kayser, Founding Partner, at Hystra)	BCtA: 43
	Supporting business solutions to poverty (Serina Ng, Head of the Business Engagement Hub, DfID)	BCtA: 26
	Time for a fresh look at inclusive business (Tom Harrison, Technical Director, Business Innovation Facility)	BCtA: 18
	Human rights, access to remedy, and stakeholder engagement (Rosa Kusbiantoro, Associate Director, BSR)	BCtA: 25
	A systematic approach is needed to overcome the talent gap (Interview with Anurag Hans of Essilor by Carolina Zishir)	BCtA: 34 3BL Media: 4,728/20,739
	Biomass ventures founder and chairperson Lucky Dissanayake shares her journey of success (Lucky Dissanayake, Biomass Ventures Founder and Chairperson)	BCtA: 76 3BL Media: 4,017/29,042
	Harnessing the power of partnerships to create opportunities for inclusive business (Ivan Lukas, BCtA Outreach and Membership Lead)	BCtA: 40 3BL Media: 3,746/27,336
	Turkish restaurant chain breaking the cycle of poverty for female farmers (BigChefs joining BCtA)	BCtA: 161 3BL Media: 6,817/25,593
JULY	Making payment acceptance a driver of financial inclusion (Dan Salazar, Vice President, Product Development and Innovation, Acceptance and Solutions, Mastercard)	3BL Media: 7,773/30,484
	'With a better environment, we'll have a better crop': How Fargreen is closing the loop in Vietnam's rice production (Naomi Larsson, The Guardian)	The Guardian: 4,781 3BL Media: 5,084/32,031
	Future-gazing business models: How one company uses impact measurement to tackle youth unemployment (Rabayl Mirza, BCtA Impact Lead, & Viranchi Singh, Executive Assistant to the MD at EMPOWER Pragati India)	BCtA: 19 The Guardian: 388
	How Tunisia's young entrepreneurs are tackling the country's brain drain (Naomi Larsson, The Guardian)	BCtA: 3 The Guardian: 5,359 3BL Media: 3,468/30,253

	CONTENT TITLE	PAGE VIEWS*
JULY (cont.)	Improving child health in Nigeria through education, awareness and quality water and sanitation products (Aimcare joining BCtA)	BCtA: 95 3BL Media: 6,715/22,654
	Turkcell joins Business Call to Action with women developers of the future project	BCtA: 123 3BL Media: 4,486/19,904
AUGUST	From farm to table: Online company increasing incomes of Turkish small-scale farmers by connecting them directly to consumers (Tarlamvar joining BCtA)	BCtA: 99 3BL Media: 4,952/27,392
	How Bangladeshis are benefiting from a shake-up in the seed sector (Olivia Boyd, The Guardian Content Coordinator)	The Guardian: 4,991
	Pathway to empowerment: How inclusive business can help Syrian refugees find economic opportunity in Turkey (Michelle T. Lee, MA in Global Thought, Columbia University)	BCtA: 71 3BL Media: 3,444/27,983
	Bringing lessons of clean sanitation home: Indian bio toilet company measures wider impact of their school-based toilets and education programmes (Sanjay Banka, Banka Bioloo CEO, and Pedro Cortez, BCtA Impact Specialist)	BCtA: 71
	Scaling up: Pınar Dairy expands its farmer training model in Turkey to increase SDG impact (Pınar Dairy renewing its BCtA commitment)	BCtA: 124 3BL Media: 5,325/19,716
SEPTEMBER	There is no 'I' in team: How collaboration and innovation are enabling inclusive businesses to achieve greater social impact (Sahba Sobhani, Interim Head of BCtA, Aimee Brown, BCtA Communications Lead & Nazila Vali, Deputy Head of BCtA)	BCtA: 54 The Guardian: 391 3BL Media: 5,098/15,576
	Global issues demand a global response: How inclusive businesses are innovating and collaborating to drive social and environmental impact (Report on the outcomes of BCtA's 9th Annual Forum)	BCtA: 59 3BL Media: 4,007/22,902
	What is inclusive business anyway? (Sahba Sobhani, Interim Head of BCtA, Ivan Lukas, BCtA Outreach and Membership Lead, & Markus Dietrich, Director for Asia and Policy, iBAN)	BCtA: 11
	Bhutan's Mountain Hazelnuts: A transformative model in a remarkable part of the world (Teresa Law, Mountain Hazelnuts Co-Founder and CFO)	BCtA: 273 3BL Media: 2,949/25,162
	How companies can tackle gender-based violence (Alice Allan, Challenge Director, Business Fights Poverty)	BCtA: 20
	How technology is helping to build a fairer and more efficient fishery supply chain in Peru (Simone Pisu, Sustainable Fisheries Trade CEO)	3BL Media: 4,214/19,624
	Aligning business purpose to the Sustainable Development Goals: Why companies should put social and environmental impact first (Wilma Rodrigues, Saahas Zero Waste Founder and CEO)	3BL Media: 5,002/24,132

	CONTENT TITLE	PAGE VIEWS*
OCTOBER	How impact management is helping Turkish farmers stay competitive in today's market (Pedro Cortez, BCtA Impact Specialist & Murat Birsin, Pınar Institute)	BCtA: 39 The Guardian: 324
	'A mini United Nations': The cooking co-operatives helping refugee women find work (The Guardian)	The Guardian: 869
	How protecting biodiversity secures the incomes of shea butter producers in Burkina Faso (later published by 3BL Media as How L'Occitane promotes an holistic approach of development in favor of its women producers in Burkina Faso (Justine Humbert, Biodiversity & Sustainability at L'Occitane en Provence)	BCtA: (English: 76; French: 142) The Guardian: 80 3BL Media: 4,535/36,245
	What difference can a multinational make? With the right management practices in place, a lot (Marcos Neto, Director of the UNDP Finance Sector Hub)	BCtA: 183 The Guardian: 50 3BL Media: 3,892/25,128
	Can taking stock of your social impact improve business? An inclusive business advancing financial inclusion in India tries to find out (later published by The Guardian as Can measuring social impact improve your business?) (Vidyut Perti, Head of Strategy, Marketing & Partnerships at Shubham Housing Development Finance Company)	BCtA: 58 The Guardian: 31
	Future-proofing youth in Kenya with digital skills training and quality employment opportunities (Daproim Africa joining BCtA)	BCtA: 82
	Soil-to-shelf tech platform helping build sustainable food supply chains around the world (eKutir joining BCtA)	BCtA: 119 3BL Media: 3,246/42,950
	Family compensation fund improves the lives of more than 800 Colombian farmers (Comfandi Family Compensation Fund joining BCtA)	BCtA: 100 3BL Media: 2,841/39,361
	A sustainable life is possible but we all must do our part (Gamze Cizreli, Founder and Partner, BigChefs Café)	BCtA: 18
	How Supracafé is supporting sustainable coffee farming in Colombia by partnering with grower associations (Ricardo Oteros, Supracafé Director General)	BCtA: (English: 61; Spanish: 90)
	Management practices: The key to overcome internal barriers and bring inclusive business to scale (Nazila Vali, Deputy Head of BCtA)	BCtA: 106 3BL Media: 4,302/37,455
	Stakeholder engagement and collaboration: Distracting buzzwords, or secret ingredients for inclusive business success? (Nazila Vali, Deputy Head of BCtA, & Rabayl Mirza, BCtA Impact Lead)	BCtA: 40 3BL Media: 4,095/26,689
	From the health of workers to the wealth of business: Why the shift towards employee well-being matters (Nazila Vali, Deputy Head of BCtA, & Sahba Sobhani, BCtA Technical Advisor)	BCtA: 57 3BL Media: 4,386/26,079

	CONTENT TITLE	PAGE VIEWS*
DECEMBER	Feeding future demand with women developers: How Turkcell is helping to close the gender gap in ICTU (The Guardian)	The Guardian: TBP
	Africa's population is booming – it's time for business to catch up (Barrett Nash and Peter Kariuki, Co-Founders of CanGo)	The Guardian: TBP

* Figures provided for 3BL Media denote page views and impressions, respectively

Appendix D: Year Two Logframe

The Year Two Logframe reports on the 12-month period from July 2018 to June 2019 against targets set in Year One of Phase III (July 2017 to June 2018), as shared in the 2019 Mid-Year Report.

Outcome level

INDICATORS	BASELINE (End of Year 1)	YEAR 2 TARGET (July 2018 – June 2019)	ACHIEVED	NOTES
Outcome A: IB is recognized as an effective approach to achieving the SDGs				
Recognition of IB as PS contribution to SDG global agenda (Yes/No)	Yes	–	Yes	Through its active engagement in relevant events at global and country level, as well as thought leadership and media presence, BCtA has actively contributed to the recognition of IB as a concrete and impactful contribution of the PS to the SDGs
Indicators to track IB models' contribution to the SDGs defined	Identified IB relevant indicators aligned with SDG goals and targets	Test indicators	40 indicators	Around 40 indicators from SDGs developed and integrated into the *Impact Lab*
IB included by leading corporate sustainability standards as a measure of responsible business practices	To be tracked forward	–	Yes	We are continuously contributing to this outcome through, for instance, the work we are doing with the OG for the G20
Outcome B: The credibility of IBs' results and integrity is improved				
Evidence of IB contribution to SDGs improved	Evidence defined	Evidence delivered	Evidence delivered	Achieved close to 70 percent in results reporting (results of 2017 captured in 2018)
Number of participating companies that adopt better impact measurement practices through BCtA tools and guidance	21 participating companies in BIMS 69 companies impacted	80	91 companies using BCtA's impact management approach (21 BIMS, 70 companies using the *Impact Lab*)	70 companies using the Lab in total, out of these 28 Impact Champions, 12 Youth Co:Lab, 10 Philippine start-ups received direct training from BCtA and 20 were self paced

INDICATORS	BASELINE (End of Year 1)	YEAR 2 TARGET (July 2018 – June 2019)	ACHIEVED	NOTES
Members and other stakeholders perceive improved credibility of IB commitments and BCtA's membership and impact measurement support	Forthcoming		Achieved	Increased demands for BCtA's services including on Impact Measurement and Management from both UNDP COs and partner organizations at the local and global level, new partnerships with leading institutions such as the Impact Hub Network and member reporting demonstrate continuous improved credibility.
Outcome C: IBs increase their effectiveness and scale				
Members adopting good IB management practices	Typology established and in the process of being validated	Track good management practices and assess link with progress made	Typology validated	Report and online tool will be published/launched in August 2019
Number of follow-on commitments	1	-	-	-
Number of commitments that report growth	97% reported growth (out of the companies who reported so far)	-	92% in 2017 reporting	2018 reporting will be available in August 2019
Number of member companies that perceive BCtA tools have helped them improve their effectiveness and scale	Forthcoming	-		Will be surveyed in 2019

Output level

OUTPUT INDICATORS	BASELINE (End of Year 1)	YEAR 2 TARGET	ACHIEVED	NOTES
Output 1: Increased number of high-performing commitments				
1.1 Number of potential member companies that BCtA has encouraged to consider IB annually	500	450	759	–
1.2 Number of new BCtA companies (*cumulative*)	Total 215 companies	235	243	–
1.3 Number of BCtA commitments (*cumulative*)	Total 224 commitments		254	Cemex has 2 commitments and 9 companies applied with re-commitments (including Pinar in 2019)
1.4 Number of companies using BCtA's SDG and IB maturity journey and IB management practices toolkit	176 companies	100 Companies	Offline: 41 Online: 63 Total: 104	Between July 2018 and June 2019, the website toolkit. businesscalltoaction.org was visited 3,253 times and the Uncharted Waters report was downloaded 189 times (source: BCtA analytics). BCtA conducted workshops in Dhaka 8, Bosnia and Herzegovina 15, London 8 and Berlin 10. Online maturity diagnostics were taken by 63 organizations.
1.5 Relevant role at critical global/ regional events	Co-hosted the Business Solutions for the SDGs with UNDP and UNGC on the sidelines of the 72nd session of the UNGA. Co-hosted/Co-organized a session: BoP Summit (Delhi), Asia Forum (Manila) and Metrics from the Ground Up (Nairobi)	Co-host at least 3 events, incl. annual forum	4	Annual Forum on the sidelines of the 73rd session of the UNGA. Co-hosted/co-organized a session: UNCT Meeting in Bangladesh, Tunis Forum on Gender Equality, ii2030.
1.6 Selection process and criteria published	Completed and applied	Applied	Applied	

OUTPUT INDICATORS	BASELINE (End of Year 1)	YEAR 2 TARGET	ACHIEVED	NOTES
1.7 High performer category defined and implemented	-	Applied	Applied	
1.8 Global media and event partnerships	2	Strategic partnerships established and implemented	2 existing partnerships being implemented	Partnerships with the Guardian and 3BL renewed in March 2018 and October 2017 respectively for an additional 2 years
Output 2: Increased impact measurement and reporting				
2.1 Interactive impact measurement toolkit	First 2 modules developed and publicly available by Feb 2018	First 2 modules developed and deployed. Third module developed	All 4 modules developed and launched	Full version of *BCtA Impact Lab* available for member companies and non-members to measure and manage impact on the SDGs
2.2 Online and offline capacity building on impact measurement using BCtA's toolkit (*cumulative indicator*)	69 companies	80 companies	111	BCtA provided impact trainings to 111 companies: in Colombia (9), Bangladesh (19) and Philippines (15); Pakistan (14), Senegal (5), Bosnia (15), Moldova (4), and Belarus (2) and 28 Impact Champions. In addition to the above, between July 18 and June 19, the *Impact Lab* registered 421 users.
2.3 Percentage of required member companies who share their annual progress report	62%	Over 60%	67%	2018 results currently being captured – final percentage will be available later this year
2.4 Collaboration with key players in the SDG measurement space	Achieved and ongoing	Strategic partnership/ collaboration established	Collaborating with 4 key players in the SDG impact management space	Strong partnerships established with SDG Impact, Impact Management Project, Global Reporting Initiative, Oxford Impact Management Programme, Acumen Fund and Impact Hub

OUTPUT INDICATORS	BASELINE (End of Year 1)	YEAR 2 TARGET	ACHIEVED	NOTES
Output 3: Documented evidence and analysis on how IB can be leveraged for the SDGs				
3.1 Thought leadership contributions published	2 reports	Develop and publish thought leadership contribution(s) including one flagship report and 5 selected cases documented	1	IB Management Practices report, including 17 case studies, is being finalized and will be published in August 2019. BCtA contributed with one report, the State of IB survey, in December 2018
3.2 Number of BCtA media contributions on IB (own and from others) (Yearly indicators)	97 Content Pieces Generated (articles, blogs, videos)	120	123 media contributions And 99 media mentions	Between Jul 2018 and June 2019, BCtA contributed with 123 pieces (33 press releases, 22 blogs, 22 Guardian Microsite stories, 8 webinars, and 38 multimedia/newsletter/other items). In addition, there were 99 media mentions of BCtA including in: media articles, company news, reports, and external opinion pieces
3.3 Benchmarking of progress and management practices; aggregation methodologies developed	In progress	Methodology applied	Methodology developed	Typology and methodology developed. Research is currently being finalized and the benchmarking tool will be launched in September 2019
3.4 BCtA Communications/ Dissemination Strategy and implementation plan aligned with the Phase III and materials developed.	Completed	Applied	Applied	
Output 4: Country level mobilization of commitments towards SDG contributions				
4.1 Number of country level engagements	Bangladesh and LATAM: Colombia, Honduras and Costa Rica	3 countries	Bangladesh, Tunisia and LATAM: Colombia, Honduras and Costa Rica	Engagement in Tunisia started and will be accelerated for the rest of 2019

OUTPUT INDICATORS	BASELINE (End of Year 1)	YEAR 2 TARGET	ACHIEVED	NOTES
4.2 Number of new commitments as a result of BCtA country level engagement	Colombia: 4	12	7	Colombia: Bancalimentos, Comfandi, Wok, Constructora Bolivar (4) Bangladesh: Unilever Bangladesh, Sokhipad, Pragati Life Insurance (3) Further additional membership from country level engagement, especially in Tunisia, was delayed due to lack of funding. Membership outreach will continue in Bangladesh and Colombia and will accelerate in Tunisia as soon as funding is available.
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	136	45	68	Colombia: 15 companies trained on IB and 30 on private sector's contribution to the SDGs (measuring and reporting). And 6 as part of the Impact Champion Programme. Bangladesh: 47 including 12 Youth Co:Lab start-ups trained on IMM; 10 start-ups on IMM; 13 senior management as part of the sustainability workshop; 10 entrepreneurs as part of the Digital Kichuri Challenge on IMM and 2 BCtA members as part of the Impact Champion programme.
4.4 Country-level publication on IB contribution to SDG	NA (new targets start from Year 2)	2 country-level publications completed	–	Selection of focus countries took longer than expected and the activities will be accelerated in 2019
4.5 Number of SDG and IB public-private dialogues facilitated	NA (new targets start from Year 2)	2 country level dialogues facilitated	–	Selection of focus countries took longer than expected and the activities will be accelerated in 2019

Contact:

Business Call to Action

bcta@undp.org
www.businesscalltoaction.org
Twitter: @BCtAInitiative
LinkedIn: BusinessCalltoAction
Facebook: BusinessCalltoAction