



BCtA 2020

Mid-Year Report



About BCtA

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

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, and with the United Nations Development Programme, which hosts the secretariat.

More than 250 companies, ranging from multinationals to social enterprises, and working in 73 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.

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01

INTRODUCTORY COMMENTS

Like almost every organization on the planet, the first six months of 2020 has brought an unparalleled degree of challenge and change to Business Call to Action (BCtA), as well as the companies and partners with which we work. As a result of the COVID-19 pandemic, BCtA added numerous activities to its workplan in order to support its membership base (and the Base of the Pyramid populations with which these companies are engaged and support) to its workplan, in order to come out of this phase of deep uncertainty in the best possible shape. Meeting this goal has challenged the BCtA team, especially in regards to the change in working modalities and the necessarily reactive nature which the team has been forced to adopt; However, the first six months of 2020 has seen BCtA mark some significant achievements and surpass key milestones, whilst also effectively adapting to this new reality.

While the full impact of the global COVID-19 pandemic will only become evident over the forthcoming years, it is an inescapable reality that the first six months of 2020 will come to be seen as a deeply significant period across every facet of global social, economic and political development. This global health crisis presents both an immediate and lingering danger to the health and wellbeing of almost every individual on the planet and is already inflicting unprecedented economic and social tolls upon developed and developing nations alike. An estimated 71 million people are expected to be pushed back into extreme poverty

in 2020, the first rise in global poverty since 1998,¹ and the crisis is predicted to push 47 million more women and girls below the poverty line, widening the gap between men and women living in poverty.² As a result, the pandemic threatens to derail the achievement of the 2030 Agenda and eliminate much of the progress humanity has made over the past five years towards these goals. However, the crisis has also invoked a tangible sense of renewed potential for the development field as a whole, and inclusive business in particular. Specifically, the pandemic has already underlined humanity's dire need to reduce in-country and global inequalities by demonstrating the interdependence between rich and poor, and the importance of all of society's actors taking immediate action to ensure the long-term sustainability and resilience of social and economic systems. Furthermore, the speed with which many organizations have been able to respond in the fight to contain this virus, protect livelihoods, implement recovery plans and become more resilient to the next global or regional emergency, raises hopes that the pandemic can exert a positive shock to development models. In this context, the resilience and prompt response of inclusive business and the work of BCtA has been evidenced, and BCtA's experience should now be considered more valuable than ever before.

Nevertheless, the initial disturbances caused by COVID-19 and the restrictions that have been imposed in order to contain its spread have had a considerable impact on BCtA's ongoing scope

1 UN, The Sustainable Development Goals Report 2020.

2 UN Women and UNDP, From Insights to Action: Gender Equality in the wake of Covid-19, 2020.

of operations and imposed often severe limitations on many planned activities. Recognizing this, BCtA has revised targets in alignment with our partners, in order to bring them into line with what is achievable and to provide an appropriate base from which to measure progress over the next six months of Phase III. These are presented in the logframe provided in Section 6.

This *Mid-Year Report* provides a narrative overview of BCtA's activities, achievements and challenges over the first six months of 2020 (1 January - 30 June). The narrative relates to the key objectives defined in October 2019 for each aspect of BCtA's operations. In line with our reporting cycle, the logframe provided in Section 6 of this document covers the reporting period of 1 July 2019 to 30 June 2020, providing a more quantitative assessment of BCtA's performance over the past 12 months. This represents Year 3 of Phase III of BCtA's reporting structure, which, despite being extended until 31 December 2020, reports here against targets for June 2020.



02

HIGHLIGHTS

2.1 Growing our Membership Base

As of 30 June, BCtA has 257 member companies and 271 commitments, welcoming eight new member companies and one recommitment from Colombian agricultural producer Corpocampo in the first six months of 2020. These companies committed to delivering a mixture of rolled-out and scaled-up inclusive practices in the fields of agriculture and food production, water and sanitation, and skills development and education. Notably, the addition of Moldova as a country of operation brought BCtA's global reach to a total of 73 states.

2.2 Providing Quality Services to our Member Companies

As well as supporting companies in their individual IB journeys, BCtA has continued to provide both in-person and online training programmes to member companies, thereby allowing them to effectively implement their IB agendas and achieve their impact targets. In 2019, BCtA held workshops, organized webinars, and gave presentations on the use of its tools, prominent mechanisms for achieving impact and the dynamics of IB to member companies, IB actors and representatives of social impact-orientated enterprises. Many of these were delivered in collaboration with partner organizations, including BCtA's new partners - Oxfam and IFC - and much of this material adopted a COVID-19 lens, identifying and sharing best practices for business aiming to ensure business continuity throughout the crisis and protect their commitments to BoP

populations in their time of greatest need. These materials included testimonies from member companies and presentations from leading NGOs, international organizations and businesses.

In April, BCtA distributed a guidance document detailing the most appropriate response to the COVID-19 pandemic, with the three-fold objective of advising how businesses can protect themselves against the worst effects of the pandemic, recommending steps to re-orientate operations and focuses to serve BoP populations in radically altered circumstances and highlighting the long-term opportunities that COVID-19 can bring to inclusive businesses. A survey developed in collaboration with the Connecting Business Initiative (CBI) and Impact Venture Accelerators - both initiatives of the UNDP Finance Sector Hub - on COVID-19 impacts and responses was also circulated amongst BCtA's member base. This survey allowed BCtA to gain deeper insights into the differing situations across regions and sectors of operation, and understand the forms of action taken to both combat the virus and realign business models. As a result, the questionnaire has resulted in more tailored bilateral and multilateral information-sharing.

BCtA has also supported the development of the SME Action Platform - a tool that provides an integrated source of information to companies aiming to overcome the challenges posed by COVID-19. Due to BCtA's work with UNDP Finance Sector Hub and Crisis Bureau, companies can now access advice on securing financing, managing supply and distribution chains, adapting to local policies and implementing digital transformation that is tailored to their specific circumstances through toolkits, online trainings, videos and recorded webinars.

2.3 Advocating for Member Companies and Inclusive Business

BCtA's articles, case studies and thought leadership pieces on IB, disseminated via media distribution partners and social media, have provided a prominent platform to advocate for IBs and share impact, whilst raising the profile of our member companies within the ecosystem and providing the opportunity for member companies to become thought leaders within this environment. Details on audiences, areas of publication, impressions and types of platforms used to disseminate content are detailed in section 3.4 of this report and in Appendix: BCtA-produced content.

In the first six months of 2020, BCtA provided 11 member companies with the chance to share their experiences of implementing inclusive business models at events and forums, and featured 21 companies in BCtA-produced articles and publications, highlighting their success in delivering valuable goods, services and income-generating opportunities to BoP populations.

2.4 Responding to COVID-19

The COVID-19 pandemic has required BCtA to adapt service offerings and reevaluate priorities in line with those of member companies, whilst also coming to terms with necessary changes in the team's day-to-day operations and working modalities. As part of this shift, BCtA has been in frequent contact with member companies, supporting them in their restructuring of operations and issuing advice on how they can continue to achieve their BoP-related inclusivity targets in markedly different and often unstable environments.

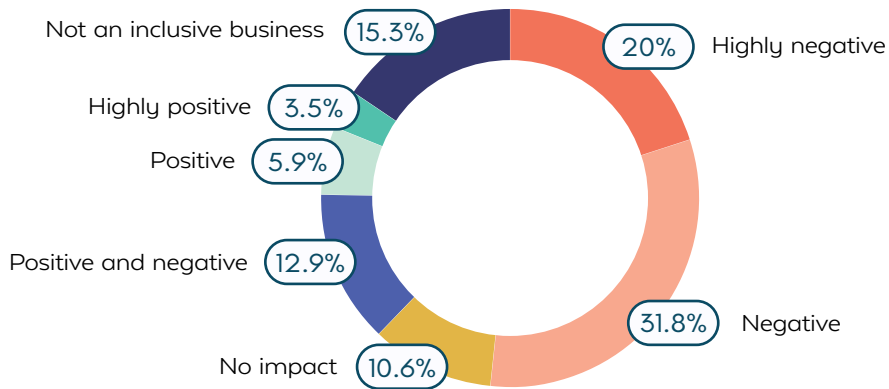
In March, BCtA published a series of informational releases on the response taken by 11 member companies working in fields including health

and sanitation, IT, and agriculture in supporting government efforts to tackle the virus, supply critical goods and services, and provide information to the public. These were shared amongst member companies and distributed through BCtA's usual channels in order to highlight the immediate responses taken by BCtA member companies and highlight the potential that all companies have as key assets in the fight against COVID-19.

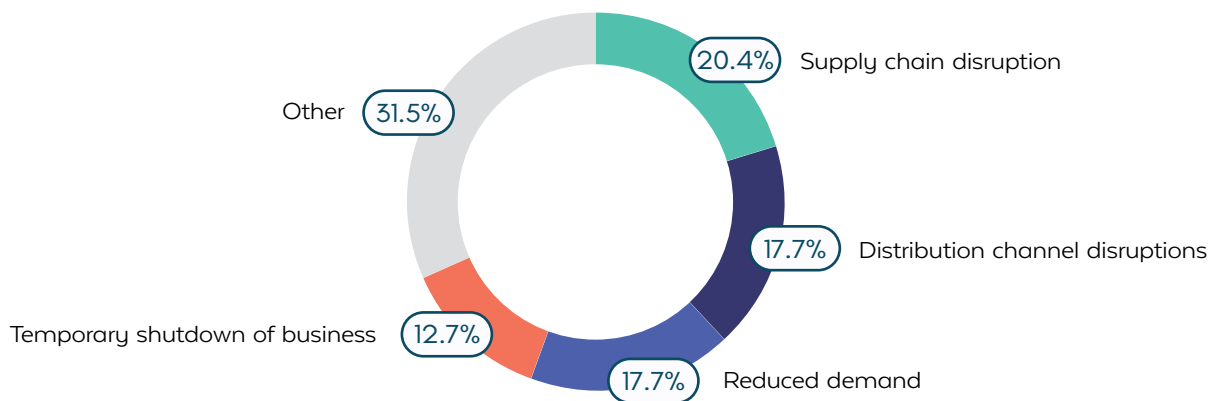
Shortly afterwards, a guidance document recommending effective COVID-19 responses, with a specific focus on the potential exaggerated impacts that COVID-19 could have on the BoP, and disaggregated according to BoP-interaction structure (i.e. suppliers/distributors, employees and consumers), was distributed to member companies. The document identified implementable actions that business could take to serve and protect BoP populations while ensuring business continuity under alternative arrangements and thereby safeguarding futures. Furthermore, it highlighted the high potential for the COVID-19 pandemic to improve the general perception of inclusive business' importance across value chain partners, consumers, governments, regulators and investors, and encouraged businesses to prioritize the welfare of the BoP populations they serve in order to reap the future rewards of this heightened degree of relevance.

A survey developed in collaboration with UNDP Finance Sector Hub initiatives the CBI, SDG Accelerator and ImpactAim, on the impact of COVID-19 experienced by companies, the steps that have been taken to respond to altered economic and social realities, and the degree of success achieved was also developed and distributed to companies. The results, which were published in May, collated data from 90 respondents and showed that most businesses had experienced a net negative impact from COVID-19 (but with a high degree of variation between business models and locations). The overall impact on companies, types of impact, and primary responses are detailed in the graphs below.

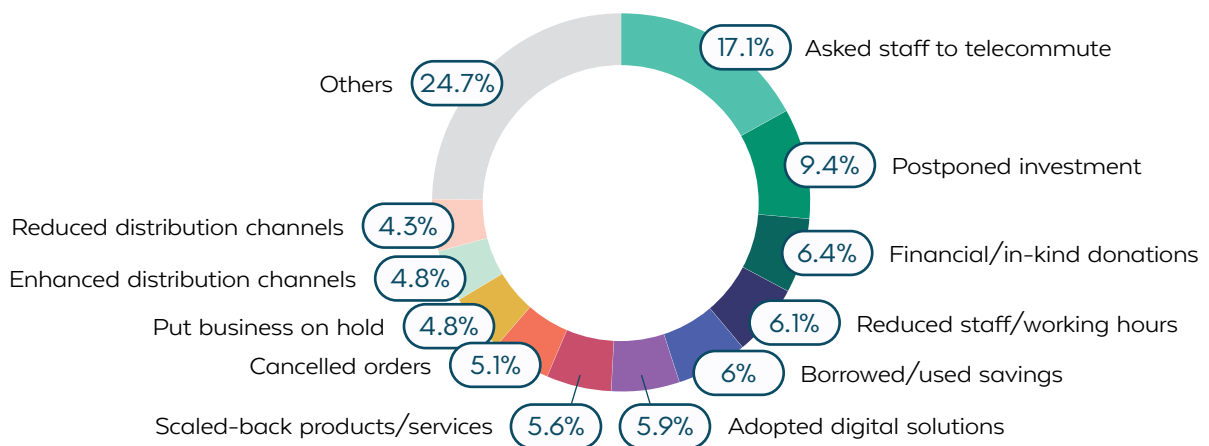
Impact of COVID-19 on Businesses



Impact Types



Responses to COVID-19



The speed at which this questionnaire was developed, disseminated and completed by member companies, as well as the deeper insights into the differing situations across regions and sectors of operation that it provided drew praise from multiple stakeholders. The results were presented to companies via BCtA's mailing list, a press release and on the BCtA website. However, in the longer term, they will also allow BCtA to provide a more tailored form of bilateral and multilateral information-sharing to companies.

Alongside FSH partners, BCtA made extensive contributions to the conceptual development of the SME Action Platform. This platform provides an integrated source of information collated from both UNDP and external private and public organizations which can support small- and medium-sized enterprises to effectively overcome the challenges posed by COVID-19. The platform identifies best practices in securing financing, managing supply and distribution chains, adapting to local policies and implementing digital transformation, as well as providing links to appropriate tools and training material that can inform approaches. It contains toolkits, online trainings, videos and recorded webinars, and guides businesses through response stages, beginning with the immediate actions that can protect businesses and populations before

progressing to long-term planning and resilience-building.

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

As part of BCtA's development of a peer-to-peer learning network, BCtA is starting a programme with 10 companies in the health sector aimed at sharing insights and lessons learned on how to use innovative health models when responding to the pandemic. This will follow a four-step programme addressing four primary areas of support requested by health companies, as identified by BCtA's survey: (1) extending access to credit or investment, (2) connecting businesses with UNDP country offices, (3) connecting businesses with other companies operating in the same regions, and (4) communicating companies' work through UNDP's social media platforms.



The establishment of this community of practice will allow peer-to-peer learning across a network of companies related to their COVID response, and innovative solutions, common challenges and opportunities identified during this crisis. It is also an opportunity to set the basis for BCtA's new phase based on the replication of innovative inclusive business models, and communicate BCtA's approach, knowledge and tools for impact measurement and management as a strategy for attracting investment and proving companies' social impact.

In 2020, BCtA has delivered four webinars on effective COVID-19 responses. In partnership with IFC, Business for Gender Equality and CBI, a webinar entitled '*COVID-19 and the Private Sector: For Unprecedented Times, Extraordinary Measures*' was held in April on the private sector's response to COVID-19 as part of UNDP's private sector COVID-19 facility. It detailed steps that could be taken to simultaneously protect businesses, societal health and economic resilience, receiving an audience of 280. The webinar was also delivered in Spanish, attracting 75 viewers. Further, a webinar delivered in collaboration with IFC entitled '*Solutions and Support for Women-Led Businesses to Navigate COVID-19*', which focused on the structural barriers faced by women and how these can be overcome (especially in regards to women's access to finance) attracted 90 participants. The panel of experts included Mastercard and Banco BDH León - a Dominican Republic-based socially engaged bank with a specific focus on raising female inclusion in the sector - and Dot & Line - an after-school mathematics education platform working in Pakistan.

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

2.5 Gender-Focused Activities

In line with its commitment to position gender equality as a key element of inclusivity and a prominent driver of social and economic growth, BCtA has continued to pursue gender equality and promote female entrepreneurship throughout the entire scope of its activities in 2020. This has included the expansion of gender-based reporting, the development of a gender-based cohort of companies and the sharing of gender-focused results, analysis and activities.

One of the most prominent aspects of BCtA's gender focus has been the introduction of a requirement for new member companies to include details of gendered approaches to inclusion within their applications and report progress against key performance indicators by reference to six gender-disaggregated frameworks at both the outcome and impact levels. In 2020, all nine new commitments included gender-disaggregated targets and 37 companies reported against gender indicators in 2020. Therefore, this number is on track to match the 63 companies reporting using this framework in 2019 once the reporting window is complete.

Furthermore, in 2020, BCtA has continued to develop a cohort of women-led member business in collaboration with UNDP and IFC. This gender cohort aims to establish a peer-to-peer learning network that provides opportunities for female leaders of inclusive businesses to exchange experiences of prominent challenges, ideas and best practices. Through this cohort, BCtA will bring tailored support to women entrepreneurs in the IB space, focusing on the needs and challenges highlighted within the group and promoting the exchange of effective COVID-19 responses to support women-led businesses through this current global crisis. So far, 13 companies have joined this network, with continued engagement with member companies expected to add many more of the 33 women-led companies in BCtA's membership.

As part of developing this cohort, BCTA arranged and hosted a range of webinars, discussions and talks on gender equality in business. This included webinars delivered as part of BCTA's two-part Masterclass in association with Oxfam, which featured a presentation by a female-led BCTA member company – Mountain Hazelnuts, a joint webinar on COVID-19 with IFC, CBI and UNDP's Business for Gender Equality Programme, a webinar examining the structural, financial and informational challenges faced by women during the COVID crisis, and a presentation on the impact that inclusive business has on the achievement of SDG 5 (*Gender Equality*) at an International Women's Day Event at Soho House Istanbul. Through these events, BCTA was able to share effective methods for overcoming barriers faced specifically by women in inclusive business with a large audience of over 300 people and facilitate the establishment of bilateral connections between women-led businesses.

As a result of these discussions, BCTA was also able to identify key barriers faced by women working in inclusive business, and especially women leading inclusive businesses. Foremost amongst the issues identified were a lack of access to investment and difficulties in connecting with potential growth partners. As a result of this, a webinar is planned for the second-half of 2020 specifically focusing on

these topics, offering support and advice on where and how to partner with business accelerating organizations. These outcomes also highlight the importance of connecting female CEOs together in order to share contacts and introduce key partners, as well as share advice on strategic approaches.

In addition, so far in 2020, a large proportion of BCTA-produced content has adopted a specific gender focus, with 13 articles published by BCTA directly considering gender-based development aspects, including gender as a core aspect of a development issue or promoting a gender-focused BCTA event or webinar.

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



03

PROGRESS TOWARDS OBJECTIVES

3.1 Growing our Membership Base

Key Objectives

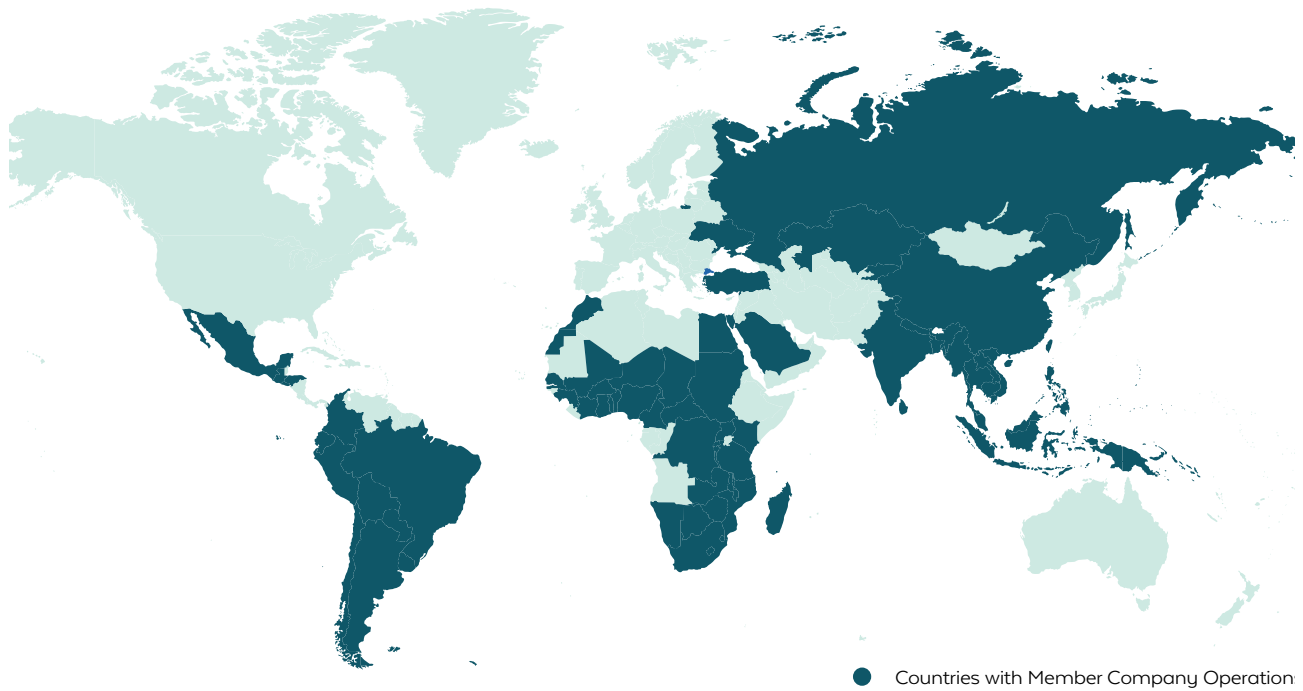
1. Increase the number of BCtA member companies with high-quality, innovative and scalable IB commitments to 257 by June 2020
2. Encourage existing companies whose commitments are expiring to register new commitments or scale-up their existing commitments
3. Maintain a pipeline of potential member companies 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 the first six months of 2020, BCtA added eight new companies to its membership base, bringing the total number of companies to 257. These new companies include three operating in Colombia – Lohas Beans, Prost and Takami S.A. – and one operating in Moldova – Codifun – which raised the global reach of BCtA's member companies to 73 countries. Additionally, one recommitment was made by Corpocampo – a Colombian açai palm producer that has integrated Afro-Colombian and indigenous BoP farming families into its supply chain.

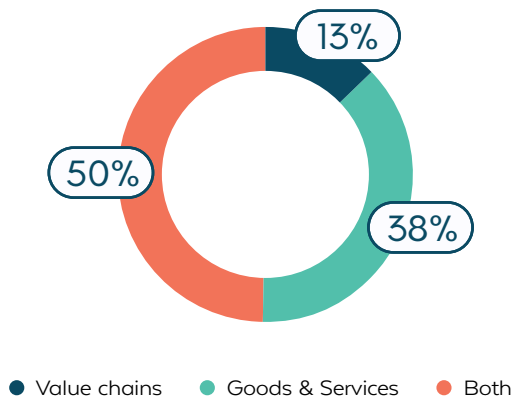


BCtA Member Presence around the World

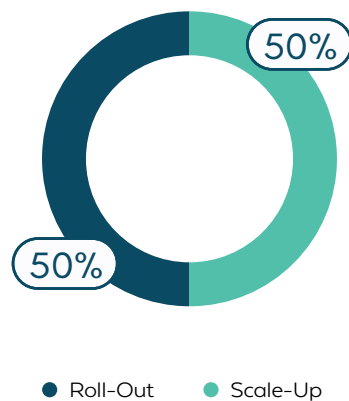


Of these eight new members, seven are small and medium enterprises (SMEs) and one is a large national company (LNC). IB model types are more heavily skewed towards value chains than goods and services, with three of the eight models employing both approaches, whilst IB model phases are equally split between roll-out programmes and scaling-up programmes. Five of these companies’ primary area of impact is in agricultural development and food security, with the other three companies focusing on livelihood and employment opportunities, skills development and access to clean water. The majority of new members are headquartered in and implement their IB models in developing countries, in line with the existing trend. The data presented below comes from commitments made in membership applications submitted by companies joining BCtA between January and June 2020.

New Model Types



New Model Phases



In terms of the SDG focuses of these new companies' inclusive commitments with BCTa, there is a clear focus on SDG 2 (*Zero Hunger*), SDG 5 (*Gender Equality*), SDG 8 (*Decent Work and Economic Growth*) and SDG 12 (*Responsible Consumption and Production*). All companies joining BCTa in 2020 committed to working toward SDG 1 (*No Poverty*) as an 'entry point' for the achievement of the other SDGs. These focuses reflect the priorities of BCTa regarding the lens through which inclusive business improves lives and promotes sustainable growth. Data is taken from new membership applications in 2020.

Cumulative SDG Focuses of New Companies



Note: All SDGs not shown are not stated SDG focuses of any of the eight new member companies.

These eight new investments into inclusive business will improve the lives of more than 3 million people, thereby adding to the total expected development impact of commitments made in Phase III and raising Phase III's expected impact to the level shown below. Data comes from all accepted membership applications made during BCTa's Phase III of operations.



SDG Impact of Phase III Commitments



Note: Shows selected expected impacts of commitments only; Not all impacts are shown.

One of the key ongoing challenges for BCTA lies in conducting due diligence and approval procedures for new companies. At the time of writing, there are 16 companies either progressing through the application process to become BCTA member companies or waiting for due diligence checks to be conducted. Recognizing this limitation, BCTA has devoted more human resources to processing these applications and has sought to revise due diligence and approval procedures in order to make the process more efficient. Additionally, updated application forms and risk assessment approaches, which standardize the process across the BCTA team, have been implemented following their final approval. Due diligence checks are also being completed according to an updated and streamlined internal BCTA guidance document and checklist. This revision process is ongoing, with further forms of standardization being pursued. Further results are expected in the next reporting period.

3.2 Focus Country Operations

Key Objectives

1. Continue to carry out capacity building activities and deploy BCtA tools and services including the *SDG/IB Maturity Tool* and the *Impact Measurement Tool* in Colombia and Bangladesh
2. In both Colombia and Bangladesh, encourage increased quality in private sector engagement in the SDGs through inclusive business, growing BCtA membership in these two countries
3. Continue engagement on IB and SDGs through knowledge products and advocacy, assess opportunities for further engagement through UNDP private sector events and networks, and provide relevant policy inputs through IB knowledge products
4. Build a preliminary roadmap to roll out our tools and services in Tunisia, including key stakeholders and strategic partners



3.2.1 Colombia

As Colombia progresses towards the end of its time as a BCtA focus country, attention has begun to shift toward safeguarding the legacy of inclusive business in the country and the region. As a prominent part of this, the BCtA team in Colombia have been targeting large, recognizable and influential MNCs that operate across Latin America to champion the benefits of inclusive business across the continent. Furthermore, priority has been given to the development and implementation of tools that can promote inclusive business without any in-country presence on BCtA's part.

During the first half of 2020, Colombia added three member companies to its portfolio and one recommitment, bringing the total number of active companies operating in Colombia to 20. These new

commitments were all within the field of agriculture and food processing, thereby adding to the existing areas of operation, which include financial services, health and hygiene, and construction. Furthermore, BCtA's work in Colombia has promoted inclusive business across the region through more direct outreach activities and through the establishment of Colombian companies as examples of inclusive business' impact. As part of this, Cacao Nahua – a Costa Rican cacao producer – was added to BCtA's membership in May.

BCtA has also been supporting UNDP Country Office Colombia's COVID-19 response, coordinating action with business networks and supporting member companies in funding applications. This has also extended to the delivery of a webinar that focused on the challenges and solutions to business continuity for Colombian companies in collaboration with UNDP Country Office Colombia. As part of this morning-long webinar, a BCtA member company – Credifamilia – was invited to provide their perspective regarding approaches to protecting operations in this difficult environment, with experts from the Government of Colombia and the broader Latin American region also invited to give specific insight into the regional context. The webinar attracted 75 people, assisting member companies and other Colombian businesses to take appropriate steps in protecting themselves from the worst effects of the COVID-19 pandemic.

Despite complications arising from the onset of the COVID-19 pandemic and the delays to the launching of the SDG Corporate Tracker that have resulted, BCtA has continued to develop and promote the use of the tool throughout the region. This includes the delivery of a training session on localizing the SDG Corporate Tracker to UNDP Country Office Peru following the signing of a service plan for the tool's implementation in the country. As a result of this outreach, UNDP Country Office Peru shall integrate the tool into its SDG assessment framework, making it a prominent part of its reporting approach on progress against the SDGs. Additionally, BCtA continued to produce factsheets related to each of the 17 SDGs as to support users of the SDG Corporate Tracker. Also,

recognizing the effect of COVID-19 on related activities, five sheets addressing aspects of the pandemic were also added.

Lastly, in conjunction with the National Planning Department and the Global Reporting Initiative (GRI), the BCtA team engaged and trained five regional implementing partners – private organizations that participate as allies for the dissemination of the initiative, generate publicity, onboard companies into the reporting process and accompany them in the use of the online platform. The last methodological and technological adjustments were made to the SDG Corporate Tracker during this first semester and it is expected to be launched at the start of July.

BCtA Colombia also participated in the UN Global Compact Leaders Summit (15–16 June 2020), which convened leading voices from business, government, the United Nations, civil society and academia for a 26-hour conversation on the role of socially engaged business. More than 30 participants joined the session on business model adaptations and new market opportunities in the COVID-19 crisis, which was moderated by the UNDP’s Deputy Resident Representative in Colombia and featured two members of BCtA’s Colombia network: Crepes & Waffles and Crezcamos.

The BCtA team in Colombia also held workshops and conducted interviews to support the development of the SDG Investment Map – a dynamic tool containing a range of market-specific investment opportunities for SDG-aligned capital funds – which is due to be developed and implemented by a range of UNDP country offices. While the roll-out of the Investment Map has been delayed by the COVID-19 pandemic, the basis for an effective partnering tool is in place and is expected to be released before the end of the year.

Throughout 2020, BCtA’s work with Colombian Impact Champions via the *Impact Lab*, has continued. Two companies have continued to use the online capacity building tool on impact management – Crepes & Waffles and Bive. These companies have been working with the Colombian

team to review and adjust their respective theories of change, develop new indicators that demonstrate their impact, build data collection forms and implement new IT tools, including KoBoToolbox and Google Data Studio. These modifications are aimed at enhancing data collection and data visualization, thereby raising knowledge and capacities regarding impact measurement and management.



3.2.2 Tunisia

In mid-January, BCtA undertook a two-day scoping mission to Tunisia in order to meet companies and business associations, present BCtA’s value, brainstorm potential areas of cooperation, gauge interest, and liaise with UNDP Tunisia Country Office colleagues on private sector engagement and the implementation of the private sector strategy. It found that the IB ecosystem is reasonably well developed, that there exists a high level of potential for BCtA to add value to IBs in the country and that the Country Office is eager to work with BCtA in order to drive innovation-led growth through the private sector as a prominent mechanism for achieving the SDGs. Relationships with key partners, including Conect, United Gulf Financial Services (UGFS) and the Ministry of Vocational Training and Employment (MVTE) were strengthened, and a MoU was signed with the MVTE.

Since conducting this scoping mission, BCtA has been making progress in establishing Tunisia as a focus country, despite the difficulties that were presented by the COVID-19 pandemic. BCtA has reached out to in-country partners, including Conect, UGFS and the UN Global Compact Local Network, and two webinars are currently being planned, which are due to focus on women in supply chains and the promotion of youth opportunities and entrepreneurship.

The advertising of a research consultant, who will produce a map of inclusive businesses, identify appropriate local partners, and develop a thematic and practical strategy for BCtA to implement in Tunisia, is due for July. Additionally, an in-country representative for BCtA will be advertised shortly afterward. This role will involve reaching out to potential member companies, conducting due diligence checks on applicants, supporting companies in their applications, raising the profile of BCtA and inclusive business in Tunisia through the delivery of trainings, events and workshops, and promoting the use of BCtA tools and services in the country and North African region.



3.2.3 Bangladesh

Due to our in-country partners' focus on other priorities, as aggravated by the COVID-19 pandemic, the decision to discontinue Bangladesh's status as a focus country was taken in May. The resources committed to the promotion of inclusive business in the country were allocated to other priority areas.

3.3 Building Impact Measurement and Management Capacity

Key Objectives

1. Eighty companies provided with online and in-person capacity building on impact management
2. At least 50 percent of member companies sharing their annual progress reports
3. Collaborate with key players in the SDG measurement space to further advance BCtA's methodology and approach

BCtA Impact Lab

In 2020, companies have continued to make extensive use of the *Impact Lab*, with 91 more users becoming deeply engaged in impact measurement and management through the tool, reaching Module 2 or beyond. This takes the total number of active users to 325.

In June, BCtA completed its revisions of the *Impact Lab*, launching *Impact Lab 2.0*. As part of this, the format of the tool was restructured following feedback from users and redesigned in the interest of increasing usability and to provide a more logical and easy-to-follow route through the tool. This new version of the *Impact Lab* integrates SDG targets at the company level to enable deeper alignment of users' impact management frameworks with the global goals. It incorporates new guidelines and standards released by the Impact Management Project and adds additional examples and resources in order to support data collection and the periodic monitoring of outputs and outcomes. Furthermore, the redesign improves the ease with which users can view and extract data in logical formats, which serves as an important aid to tracking progress and identifying potential improvements to an individual company's impact measurement and management activities. Importantly, as part of this work, *Impact Lab 2.0* will be translated into Spanish and French, which will broaden the tool's reach and ensure that businesses can design, track and review their impact in the most efficient manner.

As a result of travel restrictions brought about by the COVID-19 pandemic, the majority of the in-person impact workshops that were planned for 2020 had to be cancelled. Consequently, BCtA moved these workshops online, delivering an impact session to UNDP Country Office Jordan in February and another to the Thai Stock Exchange in March. However, in January, a four-day in-person workshop on impact measurement and management, and BCtA's *Impact Lab*, was held in the Philippines. This workshop, which was split into two two-day workshops for innovation-based social enterprises and incubators, respectively, included 52 participants who were guided through

the process of creating indicators, collecting data and implementing frameworks. In February, BCtA also held an online discussion on impact measurement and management in association with Business Fights Poverty and McKinsey & Co. This discussion, which focused on the impact of COVID-19 and what action businesses can take to support the most vulnerable in their value chains, produced significant engagement, with 167 comments from participants and a peak viewership of 1,900.

Additionally, in 2020, BCtA added imece - an Istanbul-based social innovation platform that finds solutions to social, ecological and cultural issues - to its network of partners operating within the impact space, which already included the Innovation for Social Impact Partnership, SDG Impact, the Impact Management Project, the Global Reporting Initiative, Acumen Fund and the Impact Hub. This partnership will involve BCtA delivering a training programme to enterprises participating in imece's impact accelerator programme, which measures and manages impact on the SDGs, sharing BCtA's approach, knowledge and tools, and stimulating a culture of impact measurement management within the private sector. This training, which marks an important point in the monetization of BCtA's services and primary assets, on a cost recovery basis, and further highlights the value that the *Impact Lab* is bringing to companies and IB-affiliated organizations, is due to be delivered in the second half of 2020.

The Impact Champions Programme

In 2020, BCtA has continued to provide support to 20 Impact Champions on completing data collection studies commenced in the second half of 2019. BCtA has also co-produced case studies with Impact Champions documenting the impact models implemented by these companies and the results that these have produced. From the 15 companies engaged in this process, five case studies have been published - on BLUETOWN,

Pinar Dairy, Shubham Housing Development Finance, Mountain Hazelnuts and Banka BioLoo - and seven are currently at the drafting or review stage. This has followed the provision of support in data collection, design and implementation, data analysis and the development of company narratives. The case studies will allow for extensive knowledge-sharing regarding the effectiveness of a variety of inclusive models that transcend individual business sectors and geographies.

Over the next six months, these case studies, along with data gathered from the *Impact Lab* and day-to-day engagement with companies, will provide the base data for a knowledge product documenting lessons learned regarding impact management and measurement. This knowledge product will also serve to identify the most effective manner in which BCtA can use its knowledge and tools in impact measurement and management going forward.

Annual Member Reporting

Of the 117 members that were requested to submit their 2019 results, 47 have shared annual progress reports, producing a submission rate of 40 percent. The final reporting figure is expected to grow significantly before the end of the reporting period, which ends in August, and surpass last year's reporting percentage of 54 percent, despite the side effects that have arisen from the COVID-19 pandemic. A complete analysis of the 2019 results will be provided in BCtA's annual report for 2020.

It should be noted that this is the second reporting phase following the adoption of a reporting structure that is designed to transition members' reporting to a company-led process which requires fewer inputs from the BCtA team, but which experienced some IT issues upon its launch in 2019. Additionally, this reporting period is expected to be unprecedented as the COVID-19 pandemic reduces the number of companies in the reporting pool as businesses struggle to remain in operation.

3.4 Knowledge Management and Communicating BCtA's Work

Key Objectives

1. Position BCtA and its member companies as active thought-leaders in the field of IB through the regular publication and distribution of quality content that addresses leading issues related to IB
2. Maintain BCtA's website as a go-to platform for the latest developments and knowledge on IB, with a focus on promoting its range of toolkits
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 2020, BCtA's external communication and knowledge-sharing activities have largely focused on the response to the COVID-19 pandemic, with many of BCtA's 'regular' activities also naturally adopting a COVID-19 lens. These are detailed in Section 3.6 of this report. However, the 'core' BCtA knowledge management and communications activities include those related to the development of the Stage IV Strategy, the development of new communications channels, and the hosting of multiple webinars.

In developing a proposed Phase IV Strategy during the first half of 2020, BCtA engaged in an extensive internal review of its current service offerings and the main sources of its value proposition, employing

the support of an external consultant. As part of this, meetings with member companies (including three Turkish companies) and key partners were held in order to gain insights into what BCtA services are valuable to members and how BCtA could adapt or extend its service offerings to meet the challenges that IBs are facing. Meetings with BCtA donors were also held to receive input into how BCtA could broaden its role as an expert in the transformation of businesses to tackle poverty in its upcoming phase.

Driven by the need to communicate directly and quickly with member companies during the spread of COVID-19, BCtA set up a members' WhatsApp group, providing streamlined and instant information on appropriate COVID-19 responses and promoting BCtA activities relating to the pandemic. However, the platform will now serve as a more immediate means of communicating with companies about all aspects of BCtA's operations following positive feedback from users. This also represents the first step towards a planned peer-to-peer information-sharing service across multiple platforms that is intended to raise the extent of communication between companies and make it easier for companies to share effective actions relating to BoP commitments. In 2020, BCtA has hosted or co-hosted 12 webinars and online discussions. As part of its Masterclass series delivered in association with Oxfam over three days in May, BCtA hosted two webinars on gender equality in business entitled '*Low-Income Women and Gender Equality*' and '*Challenges for Women in Supply Chains*', which included a presentation by BCtA member company Mountain Hazelnuts on the steps that they have taken to include low-income women within their supply chain. These webinars presented the business case for addressing gender-based inequalities and offered practical advice for businesses working to reduce present inequalities within both the scope of their own operations and within their respective business environments, attracting an audience of 150 people.

Media Presence

So far in 2020, BCtA has published 29 news stories, blogs and case studies via its website and partnered platforms. Of this total, 24 were published on the BCtA website, 19 were distributed via 3BL Media and three stories were written for BCtA's Guardian Lab microsite.³ These publications included 10 member profiles, 11 articles on the activities and achievements of member companies in response to the COVID-19 pandemic, and one written by the impact investor Vox Capital detailing a step-by-step approach to creating impact through investment. The articles written for BCtA's Guardian Lab included a Q&A piece on UNDP's role in promoting IB, a piece on how women in tech can be drivers of growth, and the success of inclusive businesses in contributing to SDG 1 while operating in fragile contexts, thereby combining BCtA's primary thematic focuses.

BCtA was also featured in UNDP communications in 2020, including a feature piece by UNDP Country Office Philippines on the impact measurement and management training BCtA provided in January. BCtA member BLUETOWN's response to COVID-19 was featured by UNDP Denmark under the SDG Accelerator updates and a BCtA article on member companies' COVID-19 responses was translated and published on UNDP Belarus' website. UNDP's Representative Office in Japan also wrote about a Japanese BCtA company euglena Co.'s inclusive business initiative in Bangladesh on their website and shared details via social media.

The launch of BCtA's SDG Corporate Tracker Colombia in partnership with UNDP Colombia, GRI and the Government of Colombia was well covered in Colombia and was featured in business newspaper La Republica and on several partner and news websites.

Meanwhile, BCtA content was also published or featured by partner organizations. BCtA's webinar series with Oxfam on Gender Equality in Business

was promoted on the Business Fights Poverty website, while BCtA's joint webinar on COVID-19 with IFC, CBI and UNDP's Business for Gender Equality Programme was listed as a resource on IFC's guidelines for childcare in the COVID-19 era.

On social media, BCtA continues to increase its engagement with partners and stakeholders. Through more posts, tagging of relevant partners and members, and a higher frequency of engagement, BCtA has managed to increase its LinkedIn following by more than 300 users in four months, and is close to reaching the 1,000 mark. On Twitter and Facebook, BCtA's content has been well received and shared by multiple high-profile actors, from the Administrator sharing BCtA companies' COVID-19 solutions to ASG Ulrika Modeer highlighting the impact of the innovative solutions implemented by BCtA members. Meanwhile, BCtA's partners have continued to engage with us via social media, promoting BCtA events and resharing content, as Facebook, Twitter and LinkedIn continue to be important communication tools for sharing BCtA's activities, with all three bringing in direct hits to the BCtA website and acting as sources of engagement with our network.

The top five best performing pieces published by BCtA are listed below:⁴

1. Masterclass series: Gender equality and business (12 May)
2. Mobile technology connects smallholder farmers with global producers (27 March)
3. Public eye: Emerging trends and top priorities in inclusive business (20 February)
4. Colombian restaurant supports local talent by hiring and buying locally (16 April)
5. Creating liveable urban communities for low income Colombian families by providing affordable housing and green living spaces (29 January)

During the first six months of 2020, BCtA's media distribution via partners and social media has continued to provide a high level of visibility and

³ Note that most articles were published on both BCtA's website and via 3BL Media's distribution service.

⁴ As based on total views.



In the first six months of 2020, BCtA's presence on **Twitter** remained strong, with 85 tweets producing 472,500 impressions. Posts were retweeted 911 times and liked 1,427 times, while the number of followers grew from 4,925 to 5,320.



During the first six months of 2020, BCtA posted news and updates 35 times on **Facebook**, reaching 8,574 people and producing 785 page views, while the number of followers has grown by 93.



So far in 2020, BCtA's **LinkedIn** page has raised its number of followers from 629 to 980, and 53 posts have led to 15,735 impressions and 542 page views. This significant growth in engagement reflects the importance of the platform to private sector actors.

ensure that BCtA communications reach a wider audience. The 19 pieces distributed through the 3BL platform produced 432,083 impressions and were viewed 61,215 times, while BCtA posts on Twitter were retweeted over 900 times with LinkedIn following with over 500 unique views. For the full list of published content and a breakdown of impressions and reader figures, see the Appendix.

BCtA-Managed Platforms

Over the first six months of 2020, BCtA's website was accessed by 61,671 times and by 49,249 unique users, representing a 6.6 and 3.6 percent increase, respectively, in the numbers for the last six months of 2019. BCtA's toolkits, including the *Inclusive Business Maturity Journey*, *BCtA Impact Lab*, *Inclusive Business & Human Rights*, and *Inclusive Business Management Practices* were accessed by 6,817 unique users.

In 2020, BCtA has also participated in key events, discussions and forums. These include:

International Women's Day Event at Soho House Istanbul, at which BCtA gave a talk on the role of gender within inclusive business. The presentation of BCtA and the impact that inclusive business has on the achievement of SDG 5 (*Gender Equality*) raised the profile of the field within an international network of business leaders.

The United Nations Global Compact 20th Anniversary Leaders' Summit, which was held virtually on 15 and 16 June. The Summit focused on how business can support communities to recover better, stronger and together from three global crises: health, inequality and climate. During the Summit, BCtA hosted or invited member companies into three breakout discussion sessions, entitled "*Tech-enabled health innovations for COVID-19 response and recovery in low-income markets*," "*Adaptations to sales models and new market opportunities in the context of the COVID-19 crisis*," and "*Safeguarding low-income women in global value chains in COVID-19 response and recovery*." Representatives of five BCtA member companies participated in these discussions – ClickMedix, Crepes & Waffles, Kuli Kuli, L'Occitane and Sehat Kahani – and shared their experiences of managing inclusive businesses during the COVID-19 global pandemic. Under a "Private Sector Pavilion," BCtA facilitated discussion between participants on the role of the private sector as a driver of BoP development, welcoming an audience of 60 participants.

3.5 Advocacy, Collaboration and Partnerships

Throughout 2020, BCtA has continued to partner with organizations in the delivery of services and the promotion of IB. This includes the formation of partnerships with IB-affiliated actors as well as the deepening of relationships with longstanding partners.

In partnership with ITIIP, BCtA produced a final draft version of the Model-Specific IB Scoring Tool – an assessment framework which supports businesses, impact investors and governments in the identification of IBs and the recognition of key areas in which a business is inclusive based on a framework provided by iBAN. Alongside this, four case studies were produced in partnership with the French Government and ITIIP, which served as alpha tests for the tool and highlighted areas in which the accuracy and usability of the tool could be improved. Following the translation of the tool and the associated supporting documentation, the Model-Specific IB Scoring Tool is will be released for use by IB-affiliated actors in the next reporting period. This tool will therefore extend BCtA's existing range of tools, which promote inclusive business at different levels of operation, providing an potential

'entry point' into inclusive business by assessing current status whilst also offering a means to track the development of inclusive practices at the broadest level. Therefore, as well as serving as an identification tool, this asset could also support BCtA's entry into the IB conversion space.

UNDP Accelerator Labs – an international learning network tackling a wide range of sustainable development challenges with 60 teams operating in 78 countries – invited BCtA to present their value proposition with the intention of collaborating on the development of an innovative and tech-enabled programme to promote inclusiveness in the private sector. This will be explored in the next reporting period through the identification of potential mutual supports and assets that can ensure both high-level advocacy for and the implementation of inclusive business models.

In April, a webinar for the Regional Bureau for Africa and UNDP country offices across Africa was held in order to introduce BCtA, present the benefits of membership (alongside the membership application process), and promote BCtA's range of tools. The intention of this presentation was to incorporate African country offices as advocates for BCtA in the region, whilst also using BCtA services in order develop their private sector strategies. These budding partnerships will be further developed in the next reporting period.



04

PHASE III RESULTS

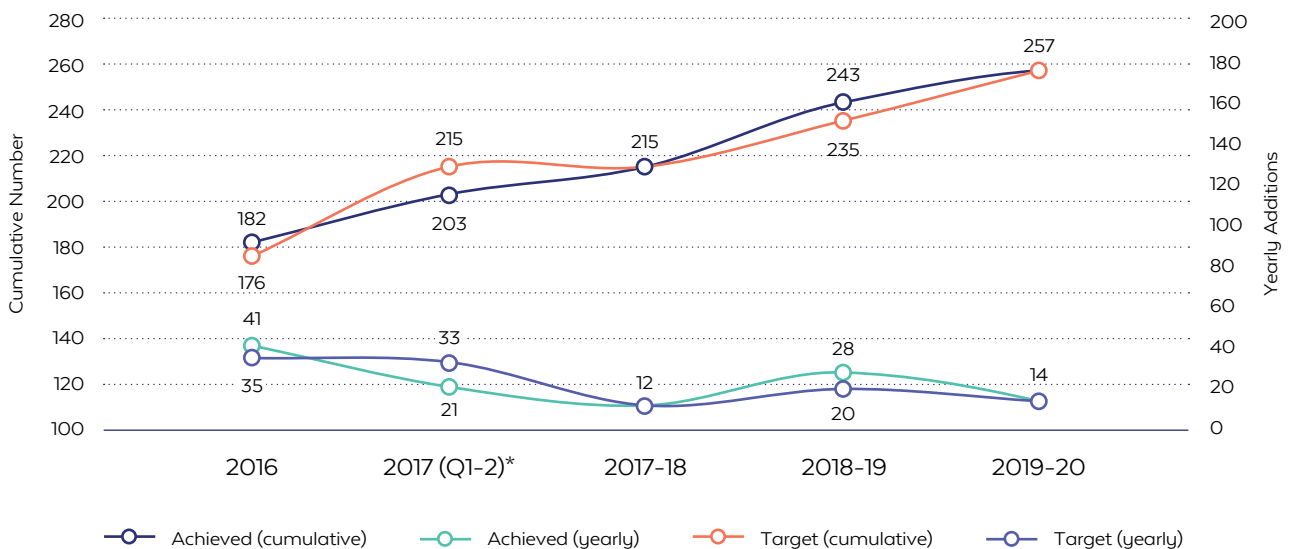
As BCtA nears the end of Phase III, it is worth placing performance into the context of the entire phase in order to identify emerging trends and transformations as well as ongoing challenges in BCtA’s activities, as identified through key performance indicators. In this section, BCtA’s performance is demonstrated by charts displaying key outputs and outcomes over the last four and a half 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 the indicator’s area of focus: outreach and membership, impact management and measurement, and partnerships and communications. It should be noted that, where shown, figures are provided for the following

time periods (inclusive): 2016 (January 2016 – December 2016), 2017 (January 2017 – June 2017), 2017 – 2018 (July 2017 – June 2018), 2018 – 2019 (July 2018 – June 2019), and 2019 – 2020 (July 2019 – June 2020).

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. While BCtA has had a consistently deep pipeline of potential member companies at the application stage throughout Phase III, extra work has had to be undertaken to accord with rigorous due diligence processes and the additional need to receive approval from UNDP HQ.

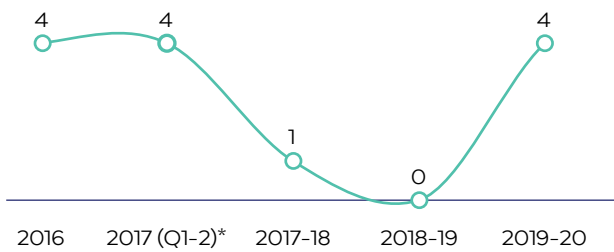
BCtA Member Companies



* Indicates a reporting period of six months

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

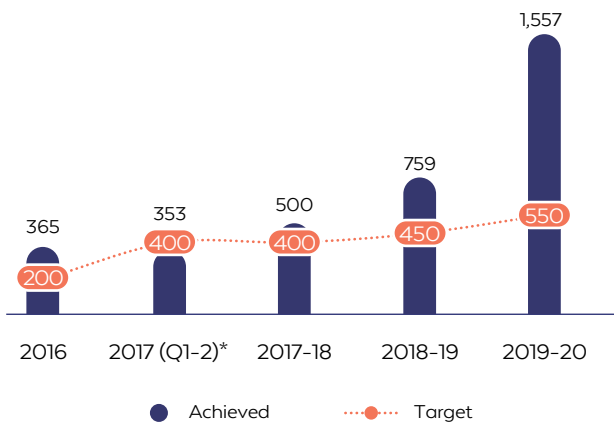
Number of Recomittments



* 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. The large increase in 2019 – 2020 is due to the holding of a number of online events.

Number of Potential Member Companies that BCtA Encouraged to Consider IB

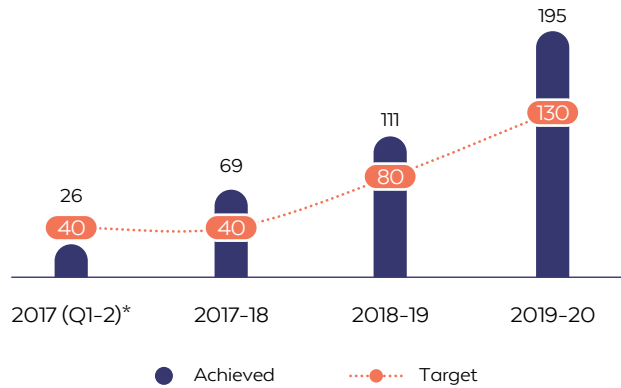


* Indicates a reporting period of six months

Impact Measurement and Management

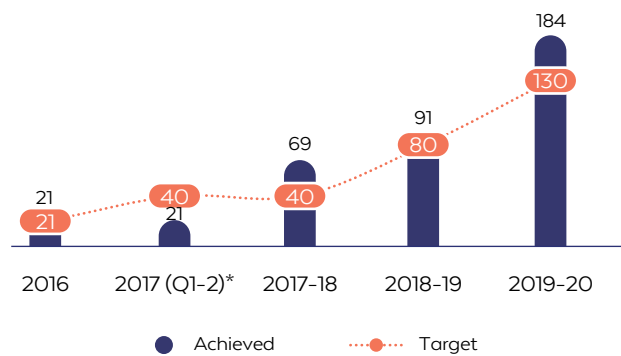
During Phase III, the extent of BCtA’s activities and influence in impact measurement and management has increased substantially as impact measurement and management has developed into a core element of BCtA’s service offering. This can be seen both by the number of companies receiving training on impact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

Since 2016, the percentage of member companies reporting their annual progress has remained reasonably consistent. It should be noted that the drop recorded in 2019-2020 is due to the fact that this figure is reported part-way through the reporting window. With the reporting window set to remain open for three more months, this figure is expected to rise significantly and surpass the target. It should also be noted that annual member reporting data assesses the previous year's performance (e.g. the data provided for 2019-2020 refers to reports received in this period, while the actual data reported refers to the period 2018-2019).

Percentage of Required Member Companies that Share an Annual Progress Report



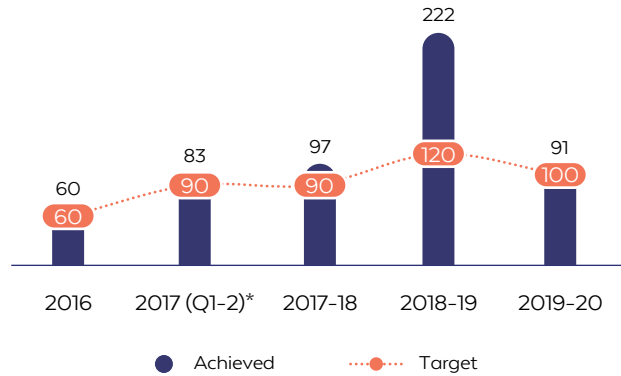
Note: In this graph, 2017-2018 indicates January 2017 - June 2018. Data provided is for the previous year's performance

Partnerships and Communications

Over the course of Phase III, BCtA's degree of media engagement increased significantly until 2019 - 2020. While this output for 2019-2020 is lower than the target set, this is because of a change in communications strategy and the adoption of a more direct form of engagement through a variety of online channels, including through increased social media engagement. While, this result follows the same standards of the previous years, in terms of social media engagement BCtA has seen significant growth and an increase in numbers across all platforms - something that has not been calculated nor reported by BCtA in the past.

Including indicators for social media and utilizing non-traditional media publication platforms will be a priority for BCtA in Phase IV.

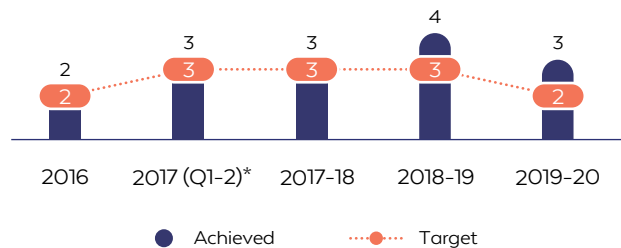
Media Contributions and Mentions



* Indicates a reporting period of six months

BCtA's participation in global events has remained consistent. It is important to note that all events were cancelled or rescheduled in the first semester to the second semester of 2020. Consequently, it is expected that the promotion of BCtA's service offering is expected to continue at a similar level in the near future.

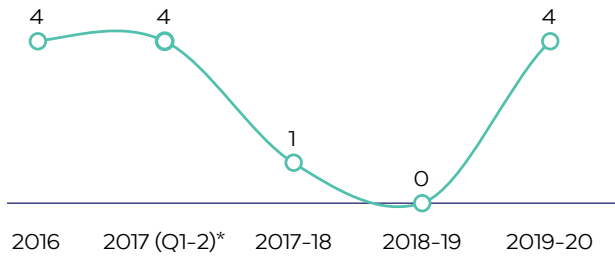
Participation in Global Events



* 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. The expectation is that this number will rise to previous levels in the second semester of 2020.

Thought-Leadership Publications

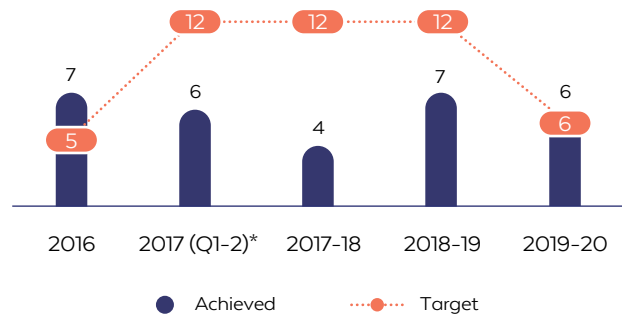


Note: Achieved figures exactly accord with targets.
 * Indicates a reporting period of six months

Country-Level Operations

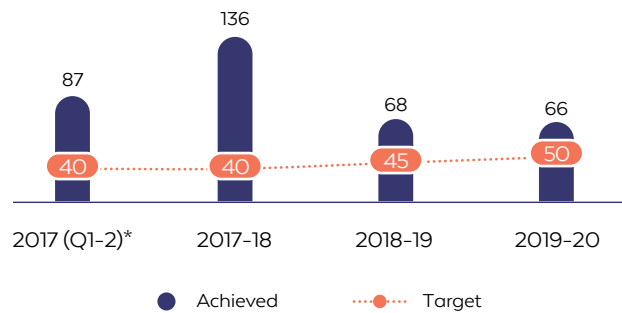
Throughout Phase III, the number of commitments delivered by country-level engagement has been below target. While Colombia has been a focus country success story, as reflected by the presence of an extensive BCtA-led network of inclusive business practitioners in Colombia and Latin America, a strong BCtA 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. The delayed start of focus country operations in Tunisia has also limited growth in focus country membership. This figure is expected to rise in the second semester of 2020.

Number of Comittments from Country-Level Engagement



* Indicates a reporting period of six months

Number of Companies Reached with BCtA Toolkits in Focus Countries



* Indicates a reporting period of six months

The impact of BCtA toolkits has remained in line with recent trends, reflecting the importance that many companies place on these toolkits and their potential to raise the impact achieved by private-sector actors in these countries.



05

CONCLUSION

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

Understandably, BCtA member companies have, for the large part, sought to focus on business continuity and ensuring that their business can survive the COVID-19 pandemic. Indeed, during this crisis, the reality that inclusive business can only continue and advance if inclusive businesses are able to survive must be recognized and respected. However, despite these concerns, member companies have also sought to protect the BoP in their COVID-19 response, understanding both their importance in helping businesses through crises and aiding recovery, and the ongoing significance of their commitments to improving the living standards and opportunities afforded to the BoP.

In the search for effective approaches to achieving business continuity and supporting BoP populations, BCtA member companies have been open to sharing their experiences of COVID-19 impacts, key resources and the revisions they have made to business models. This has

highlighted the importance of BCtA's member network and the support that thematic cohorts of companies can provide to each other, as well as the great potential in connecting businesses in the interest of offering mutual support. By developing and sharing cases studies of effective responses by member companies (and especially BCtA's Impact Champions), BCtA has been able to assist the replication and evolution of private sector responses.

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

Additionally, BCtA's own transition to digital, as driven in large part by the COVID-19 pandemic, has opened up new possibilities and expanded audiences - as evidenced by the large increases in attendees at events and webinars held online - and has further expanded BCtA's global reach. This shift has also highlighted the potential of scaling-up BCtA's operations through access to a wider range of IB-engaged actors and the benefits that can derive from facilitating the development of peer-to-peer networks. Whilst this online migration, which is envisaged to continually gain pace over the coming years, has required targets and priorities to be redefined, it has also brought renewed potential for BCtA to scale its operations

and impact inclusive business more broadly, just at the time that inclusive business as a concept is set to benefit from increased visibility and wider recognition of its importance.

Therefore, as BCtA moves towards the end of its third phase of operations, focus has been drawn to BCtA's key assets: the BCtA member network, which offers significant opportunities for raising the impact of inclusive business practices through collaboration, BCtA's tools and resources, which continue to be well received by member companies (especially those developed in collaboration with UNDP partners working within the private sector sphere), and the experience and knowledge of the BCtA team. These factors will be vital in order to raise the resilience of socially engaged companies and support the future growth of inclusive business and serve as key lessons learned when supporting stakeholders to both cope with the current crisis and build back better during the upcoming recovery stage.



06

LOGFRAME

Outcomes

OUTPUT INDICATORS	BASELINE AT END OF YEAR 2 (July 2019)	YEAR 3 TARGET (June 2020)	ACHIEVED (June 2020)*	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 <i>Impact Lab</i>	-	-	-	Indicators integrated within the <i>Impact Lab</i>
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

OUTPUT INDICATORS	BASELINE AT END OF YEAR 2 (July 2019)	YEAR 3 TARGET (June 2020)	ACHIEVED (June 2020)*	DEC 2020 Target	NOTES
Number of participating companies that adopt better impact measurement practices through BCTA tools and guidance	91 companies using BCTA's impact management approach (21 BIMS, 70 companies using the <i>Impact Lab</i>)	130	184	155	21 companies through BIMS, 91 companies using the <i>Impact Lab</i> , and 72 reached through workshops
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 <i>Inclusive Business Management Practices Tool and the associated report, What does it take to go big? Management practices to bring inclusive business to scale</i> , released in September raises the quality of members' decisions related to inclusivity
Number of follow-on commitments	-	-	4	-	
Number of commitments that report growth	92 percent in 2017 reporting	-	94 percent 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	-	-		-	-

* Results achieved by June 2020 highlighted in green if exceeding the target and red if below the target.

Outputs

OUTPUT INDICATORS	BASELINE AT END OF YEAR 2 (July 2019)	YEAR 3 TARGET (June 2020)	ACHIEVED (June 2020)*	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	1,557	600	Includes proportional figures for audiences reached through COVID-19-based webinars, which have been receiving large audiences
1.2 Number of BCtA companies (<i>cumulative</i>)	243	257	257	280	16 potential member companies progressing through the onboarding process/waiting for due diligence checks. Delays in the conduct of due diligence procedures and in-country issues related to the COVID-19 pandemic have limited membership growth.
1.3 Number of BCtA commitments (<i>cumulative</i>)	254	-	271	-	-
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 (figures reported for December 2019)
1.5 Relevant role at critical global/regional events	4	Co-host at least 2 events, incl. Annual Forum	Hosted or co-hosted 3 events, incl. Annual Forum	Co-host at least 1 event	Organized Annual Forum on the sidelines of the 74th session of the UNGA. Organized a session during the MENA BoP Summit in Cairo. Additionally, multiple webinars hosted and co-hosted on COVID-19 response and side events hosted at the UN Global Compact 20 th Anniversary Leader's Summit
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.

OUTPUT INDICATORS	BASELINE AT END OF YEAR 2 (July 2019)	YEAR 3 TARGET (June 2020)	ACHIEVED (June 2020)*	DEC 2020 Target	NOTES
1.7 High performer category defined and implemented	Applied	Applied and Reviewed	Applied and Reviewed	-	The <i>Inclusive Management Practices Tool</i> implemented and being used by a wide range of IBs in order to identify high performers
1.8 Global media and event partnerships	2 existing partnerships being implemented	Partnerships reviewed and strengthened	Partnerships reviewed and strengthened	-	
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 <i>Impact Lab</i> available for member companies and non-members to measure and manage impact on the SDGs. The toolkit has been revised following the roll-out and an updated version is currently under development.
2.2 Online and offline capacity-building on impact measurement using BCtA's toolkit (<i>cumulative indicator</i>)	111 companies	130 companies	195 companies	155 companies	Includes online and in-person workshops
2.3 Percentage of required member companies who share their annual progress report	67 percent	Over 55 percent	40 percent	Over 55 percent	This figure is for the first two months of the reporting period, and is expected to grow during the remainder of the reporting period.
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 Innovation for Social Impact Partnership, imece, SDG Impact, the Impact Management Project, the Global Reporting Initiative, Acumen Fund and the Impact Hub developed and strengthened

OUTPUT INDICATORS	BASELINE AT END OF YEAR 2 (July 2019)	YEAR 3 TARGET (June 2020)	ACHIEVED (June 2020)*	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, 28 blogs, 14 Guardian microsite stories and 11 webinars	Develop and publish thought leadership contribution(s) including 5 selected cases documented	<i>What does it take to go big? Management practices to bring inclusive business to scale report</i> , 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	51 media contributions and 40 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 <i>Inclusive Business Management Practices Tool</i> ; Data captured will help to create a stronger benchmarking tool for future users
3.4 BCtA Communications/ Dissemination Strategy and implementation plan aligned with the Phase III and materials developed	Applied	-	-	-	-
Output 4: Country level mobilization of commitments towards SDG contributions					
4.1 Number of country level engagements	Bangladesh, Tunisia and LATAM: Colombia, Honduras and Costa Rica	2	2	2	-

OUTPUT INDICATORS	BASELINE AT END OF YEAR 2 (July 2019)	YEAR 3 TARGET (June 2020)	ACHIEVED (June 2020)*	DEC 2020 Target	NOTES
4.2 Number of new commitments as a result of BCtA country level engagement	7	6	6	14	Bangladesh: Euglena Co. Ltd. Colombia: Cacao Nahua, Hogaru, Lohas Beans, PROST, and Takami. The below-target number of member companies is largely due to delays in the conduct of due diligence procedures and in-country issues related to the COVID-19 pandemic.
4.3 Companies reached through online and offline capacity-building on SDG/IB Maturity Tool, Management Practices and Impact Measurement tools delivered in those countries	68	50	66	55	The Philippines: 42 companies trained on impact measurement and management practices 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. A publication is scheduled to be completed on the Tunisian ecosystem before the end of 2020.
4.5 Number of SDG and IB public-private dialogues facilitated	-	2 country-level dialogues facilitated	2 (Colombia and Tunisia)	1 country-level dialogue facilitated	Scoping mission to Tunisia undertaken to strengthen partnerships with in-country actors; and webinar/online discussion held on business response to the COVID-19 pandemic

* Results achieved by June 2020 highlighted in green if exceeding the target and red if below the target.

Appendix: BCtA-Produced Content

DATE OF PUBLICATION	TITLE	NUMBER OF VIEWS*
29 January	Creating liveable urban communities for low income Colombian families by providing affordable housing and green living spaces	3BL: 24,398/4,164
30 January	Danish internet service provider is enabling higher standards of living by connecting underserved communities to affordable internet	BCtA: 176
30 January	Lessons from emerging economies: How women in tech can be drivers of growth	The Guardian: N/P
20 February	Public eye: Emerging trends and top priorities in inclusive business (published in The Guardian as: Emerging trends and top priorities in the world of inclusive business: A Q&A with the UNDP)	3BL: 24,056/4,467 The Guardian: N/P
21 March	BCtA companies at the forefront of response to COVID-19	BCtA: 397 3BL: 20,928/2,759
26 March	How UNDP's BCtA private sector is helping fight COVID-19	BCtA: 477 3BL: 37,145/2,230
27 March	Mobile technology connects smallholder farmers with global producers	BCtA: 153 3BL: 28,918/5,525
1 April	Building a sustainable mung bean farming system in Bangladesh	BCtA: 199 3BL: 23,136/3,244
3 April	BCtA members continue COVID-19 pandemic fight	BCtA: 207
7 April	Responding to COVID-19: Guidelines for engaging with the BoP	BCtA: 191
15 April	COVID-19 and the private sector: For unprecedented times, extraordinary measures	BCtA: 64
16 April	COVID-19 y Sector Privado: Medidas extraordinarias para una época sin precedentes	BCtA: 37
16 April	Colombian restaurant supports local talent by hiring and buying locally	3BL: 41,227/4,397
23 April	A company uses Ebola experience to combat COVID-19	BCtA: 41
28 April	Desafíos y soluciones para la continuidad de las empresas en Colombia	BCtA: 37
5 May	How to create value through impact management in 5 steps	BCtA: 262 3BL: 27,590/3,557
5 May	Business continuity and protecting the BoP during COVID-19	BCtA: 174 3BL: 17,067/3,028

DATE OF PUBLICATION	TITLE	NUMBER OF VIEWS*
12 May	Masterclass series: Gender equality and business	BCtA: 61 3BL: 23,690/5,766
13 May	Bringing affordable life and health insurance to low-income earners in Sri Lanka	BCtA: 41 3BL: 16,013/2,877
14 May	Challenges for women in supply chains	BCtA: 134
18 May	Results of survey on impact of COVID-19 on companies	BCtA: 268 3BL: 23,853/2,991
18 May	Offering secure and reliable working conditions for cleaners in Colombia	BCtA: 34 3BL: 21,061/1,989
29 May	Masterclass series: Gender equality for business	BCtA: 11 3BL: 12,598/2,485
4 June	Changing habits around menstrual hygiene in Bangladesh	BCtA: 14 3BL: 20,795/1,988
8 June	Tailoring insurance products for all income levels in Bangladesh	BCtA: 22 3BL: 12,435/1,344
22 June	Locusts and COVID-19: How weather data can help build resilient, sustainable food systems	BCtA: 33
23 June	Unique retail chain provides affordable and nutritious food to low-income workers in Bangladesh	BCtA: 44 3BL: 311/38
29 June	Solar lights, digital finance and acai berries from the Amazon: How three inclusive businesses are tackling poverty	The Guardian: N/P
30 June	Recap: Solutions and support for women-led businesses to navigate COVID-19	BCtA: 31

* 3BL data is presented in the following format [impressions]/[page views]. 'N/P' indicates information not provided.



Contact:

Business Call to Action

bcta@undp.org

www.businesscalltoaction.org

Twitter: @BCtAInitiative

LinkedIn: BusinessCalltoAction

Facebook: BusinessCalltoAction