

BUSINESS
CALL TO
ACTION

Annual Report

January – December 2016

Growing
Inclusive Business

What is BCtA?

Launched at the United Nations¹ in 2008,

the Business Call to Action (BCtA) aims to accelerate progress towards the [Sustainable Development Goals \(SDGs\)](#)² by challenging companies to develop inclusive business models that engage people at the base of the economic pyramid (BoP) – people with less than US\$8 per day in purchasing power – 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](#)³, the [Swedish International Development Cooperation Agency \(Sida\)](#)⁴, the [UK Department for International Development \(DFID\)](#)⁵, the [US Agency for International Development \(USAID\)](#)⁶, [Finland's Ministry of Foreign Affairs](#)⁷ and the [United Nations Development Programme \(UNDP\)](#)⁸, which hosts the secretariat. It also benefits from the collaboration of leading global institutions such as the [United Nations Global Compact](#)⁹.

To date, 182 member companies, ranging from multinationals to social enterprises and working in 65 countries, have responded to the 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.

Contents

- 2** Letter from the BCtA Programme Manager
- 3** Summary of highlights
- 6** Outreach and membership
- 12** Impact measurement and reporting
- 17** Knowledge and communications
- 21** Country-level work
- 26** 2016 Logframe tracking
- 33** Annex 1: List of BCtA events in 2016
- 34** Annex 2: List of BCtA publications in 2016
- 35** Endnotes



Letter from the BCtA Programme Manager

2016 was a year of significant progress for

the Business Call to Action (BCtA). We welcomed 45 new inclusive business commitments, bringing the total to 182 member companies working in 66 countries across a diverse range of sectors, from renewable energy to affordable eye care, sustainable agriculture and microinsurance. In this way, we have supported businesses' contributions to achieving the SDGs, which seek to end poverty and hunger, and actively address inequality.


This year, we witnessed both large and small businesses stepping up and making real contributions to the SDGs. As several member companies' commitments come close to completion, it is heartening to see companies renewing their commitments, replicating their inclusive business models and influencing up-and-coming enterprises (visit the [Resources page](#)¹⁰ on our new [website](#)¹¹ to read case studies on renewing member companies Dimagi, Jaipur Rugs, MicroEnsure and ¡Échale! A Tu Casa).

In September 2016, we held our seventh BCtA Annual Forum in New York. This event brought together over 200 member companies and other stakeholders, and focused on increasing the effectiveness of inclusive business as a key contributor to the SDGs (read the event report [here](#)¹²). Looking at the significant growth in our membership this year, we are encouraged by the diversity of companies that recognize the value of inclusive business as a powerful tool for contributing to the 2030 Agenda.

Going forward in 2017, we plan to build on the successes of the past year as we launch the third phase of our programming, with ambitious goals such as expanding the scale and impact of quality inclusive business models across sectors and geographies. We will continue to raise awareness of inclusive business practices, guide companies in aligning their contributions with the SDGs, provide recognition and visibility to quality inclusive business commitments, and support companies through tools and training in their journeys to inclusive business maturity.

We look forward to working closely with our donors and member companies in the year to come.

Sincerely,



Paula Pelaez
BCtA Programme Manager

“
We welcomed 45 new inclusive business commitments, bringing the total to 182 member companies working in 66 countries across a diverse range of sectors, from renewable energy to affordable eye care, sustainable agriculture and microinsurance.
”



Summary of highlights

Outreach and membership: Increasing the number of companies with inclusive business commitments

- In 2016, BCtA increased the number of its member companies to 182. The total number of commitments made by companies through BCtA reached 186 as four of BCtA's existing members – Dimagi, Jaipur Rugs, MicroEnsure and ¡Échale! – made new commitments that showcase the scale and replicability of their inclusive business models as well as the value of being a part of the global BCtA platform.
- In 2016, BCtA welcomed the largest number of new members in a single year – 41 companies with 45 commitments – growing its membership base 30 percent annually on average during Phase II.
- Through outreach and partnerships with [The Partnering Initiative](#)¹³ (TPI) and [Business for Development](#)¹⁴ (B4D), BCtA organized multi-stakeholder events on inclusive business in in Australia with B4D and in Bangladesh, Vietnam and Zambia with TPI. As a result of this collaboration, 17 new companies signed on to become BCtA members in 2016.
- BCtA held five workshops on inclusive business impact and the SDGs in Turkey and the Philippines, leveraging findings from BCtA's joint report with UNDP and Deloitte on inclusive business maturity and contributions to the SDGs, and a joint Global Reporting Initiative (GRI) report on measuring impact. Through the in-depth workshops, BCtA directly reached over 50 companies implementing IB models providing them with tools to design, measure, communicate and scale IB impact in the SDGs context.

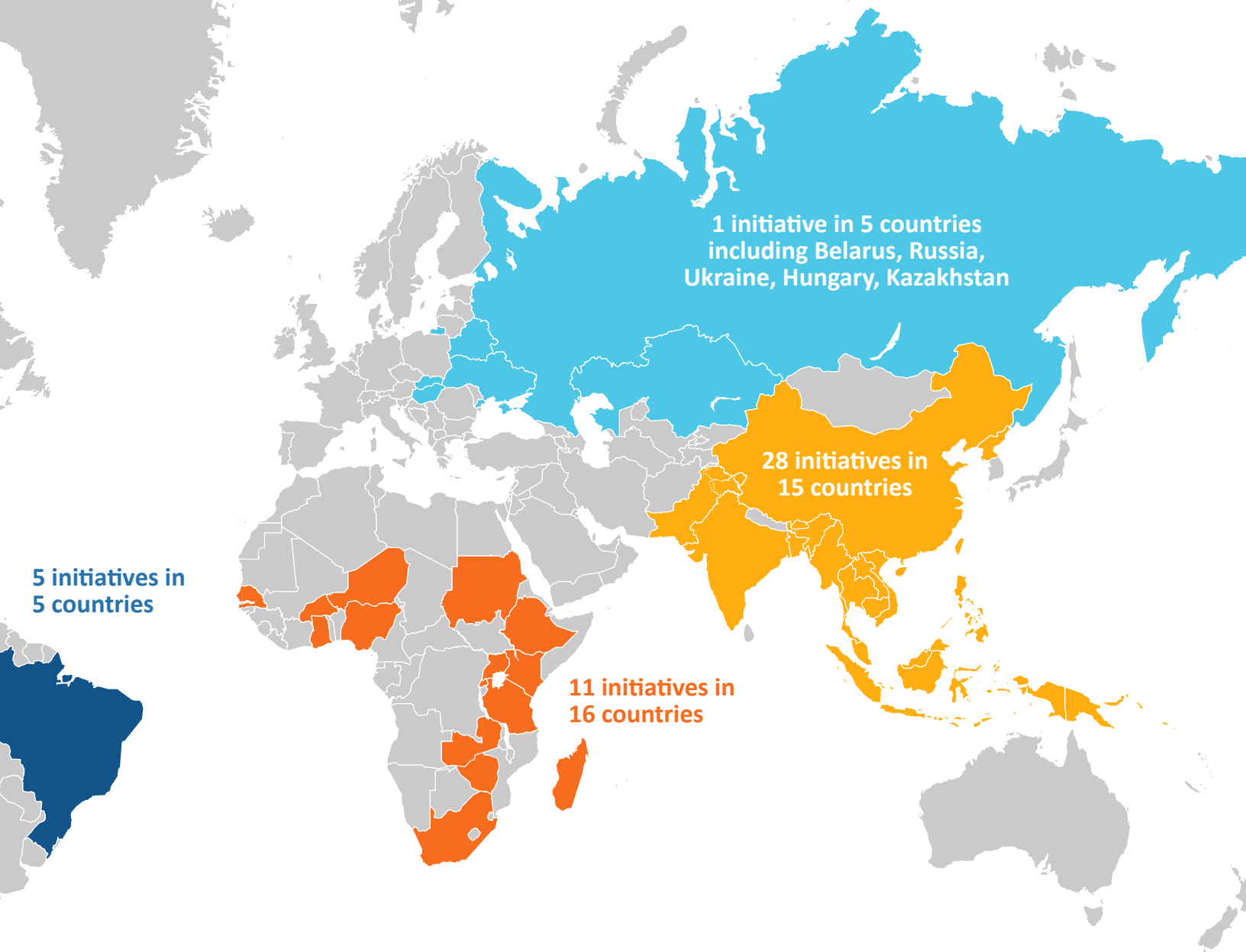
Member companies that joined BCtA in 2016 are working in **15 countries** with an additional **10 members** carrying out multi-regional activities

Impact measurement and reporting: Improving tools and methods to measure inclusive business impact

- The BCtA Impact Measurement Services (BIMS) provides a practical and customized approach for businesses to cost effectively embed results measurement into businesses' daily activities and visualize links between their businesses and the SDGs. The impact data generated through BIMS is not only being used to promote inclusive models among practitioners, but as concrete evidence to inform supportive national policies. The [first four BIMS case studies](#)¹⁵, which capture lessons learned from initial implementation, were published and disseminated at the BCtA Annual Forum. A [blog piece](#)¹⁶ on the case studies was later published on The Guardian Sustainable Business website.
- BCtA published a [joint report with GRI](#)¹⁷ highlighting what works and what doesn't when integrating private-sector data into SDG review processes, and how governments can help to measure businesses' SDG contributions. The report was launched at the BCtA Annual Forum, and a complementary [blog piece](#)¹⁸ was published on The Guardian Sustainable Business website. It has been disseminated further through a [blog piece](#)¹⁹, [webinar](#)²⁰ and BCtA's and GRI's networks.
- BCtA collected member's annual results from 2015 in 2016, achieving a 70 percent reporting rate – a significant improvement from the previous year's rate of 41 percent. A new application template, results-reporting process and a new list of BCtA indicators aligned with SDG goals and targets were also finalized in 2016.

Knowledge and communications: Creating and disseminating more robust evidence on inclusive business

- In collaboration with UNDP's Istanbul International Center for Private Sector in Development (IICPSD) and Deloitte, BCtA produced a report and accompanying web-based toolkit that highlights opportunities and offers guidance for companies seeking to adopt inclusive business models and contribute to the SDGs. The report was selected among three "must read" [reports by the development media platform Devex in October 2016](#)²¹.
- BCtA's online efforts in 2016 included online discussions on inclusive business topics from improving livelihoods for smallholder farmers and scaling up inclusive business in the Philippines to measuring inclusive businesses' social impact and building inclusive businesses with impact and scale.
- The new BCtA website was launched on September 22, 2016, with improved navigation, accessibility of available resources and updated look.
- The Seventh BCtA Annual Forum took place in New York on 22 September 2016 in tandem with the United Nations General Assembly. The forum focused on increasing the effectiveness of inclusive business as a key contributor to the SDGs and brought together over 200 participants, including member companies and



stakeholders, to pioneer new innovations in inclusive business. In addition to announcing 42 new commitments, a variety of knowledge products were launched at the event, including the “Measuring Impact” and “Uncharted Waters” reports, four BIMS case studies, ten BCTA case studies and the new [BCTA website](#)²².

Country-level work: Supporting country-level mobilization around specific development issues

- BCTA redesigned its country-level work in early 2016 to employ a more unified approach across focus countries based on guidance from the Donor Steering Committee (DSC).
- In BCTA’s existing focus countries, the Philippines and Kenya, the platform heightened awareness of inclusive business through events and publications. Successful endeavors included: a workshop on inclusive business and the SDGs in the Philippines during the Second Inclusive Business Forum Asia; a high-level CEO forum and three inclusive business workshops focused on the roadmap for inclusive business and SDGs in the Philippines with BCTA partner the Philippines Business for Social Progress (PBSP); and launches of two sector-specific publications at multi-stakeholder events in Kenya.
- Colombia was selected as the third BCTA focus country: BCTA identified local partners in the country and began implementing activities in late 2016.

Outreach and membership

Inclusive business commitments

By 2030, new members' combined commitments are expected to result in:



financial services for
22 million



increased access to
improved access to
energy for
8 million



improved access to
healthcare services for
500 million



reduction in greenhouse
gas emissions by
438 million tonnes

In 2016, BCtA welcomed 41 new member companies, growing its membership base to 182 thanks to the efforts of the BCtA team, country-based teams and seeing the results of a targeted partnership outreach strategy. The total number of commitments made through BCtA in 2016 reached 45, increasing the total number of commitments to 186 as four existing members – Dimagi, Jaipur Rugs, MicroEnsure and ¡Échale! A Tu Casa – set new goals for scaling up their inclusive business models and improving lives and livelihoods of more individuals at the BoP.

Through partnerships and country-level activities, BCtA significantly increased its visibility and presence in the Asia-Pacific: over 60 percent of new commitments to BoP populations were made in this region. A further 25 percent of 2016 commitments came from sub-Saharan Africa and the remaining 15 percent were made in Latin America and Eastern Europe. New BCtA members are working in 15 countries, with an additional ten members carrying out multi-regional activities. During 2016 BCtA reached new geographic frontiers within the Asia-Pacific such as Bhutan, Laos, Thailand, Vietnam and Sri Lanka.

For the first time, BCtA also has initiatives in Eastern Europe – in Ukraine, Belarus, Russia and Hungary. Sixty percent of new BCtA member companies are headquartered in developing countries (13 countries in total), demonstrating local growth of strong inclusive business models. In line with its country-level focus and target of five companies with country-level activities, BCtA added four new companies from Kenya, one from the Philippines and two new members from Colombia – the third focus country for BCtA's activities.

Three quarters of new BCtA members (31 companies) are small- and medium-sized social enterprises (SMEs) while 25 percent (10 companies) are large national and multinational businesses. Seven companies are led by women.

In Phase II of BCtA's programming, the share of large national companies increased by 64 percent and the representation of SMEs grew by 50 percent. After the June 2016 event in Bangladesh on inclusive business and the SDGs, three Bangladeshi large national companies made inclusive business commitments to BCtA. These three companies have an aggregated annual turnover exceeding USD 1 billion, together employ 96,000 people and are true icons in the country's business sector. They are now leaders in inclusive business.

Similarly, as a result of BCtA's targeted approach in Kenya (one of three focus countries), which includes capacity building, peer-to-peer learning, knowledge

SPOTLIGHT ON NEW MEMBERS



Plumpy'Nut®, Nutriset's renowned ready-to-use therapeutic food, revolutionized the treatment of severe acute malnutrition of children across Africa.



MicroEnsure delivers insurance products that safeguard small-holder farmers in the Philippines against typhoons and other natural disasters.



Essilor's vision ambassadors bring vision care to the doorstep of rural Chinese developing local vision care in the country.



By 2026, **Nutriset** will establish six additional production partnerships in West and East Africa, South East Asia and Latin America to better respond, through local manufacturing solutions, to malnutrition crisis. It will integrate 18,000 small-scale farmers into its supply chain by procuring raw materials from them. By scaling local production, Nutriset will be able to reach over 30 million children suffering from malnutrition globally with its flagship PlumpyField® products, doubling the reach of people per year as compared to 2015.



MicroEnsure, a global leader in innovative risk-management solutions, and one of BCTA's longstanding members, has over 40 million low- and middle-income customers in 20 countries – 85 percent of whom have never before been able to access insurance. In 2016, the company renewed its inclusive business commitment by pledging to scale up its health financing products to three new markets, reaching 5 million new customers.



SEEING THE WORLD BETTER

By 2020, **Essilor** commits to improving health outcomes, productivity and wellbeing for more than 50 million low-income people through access to screening for uncorrected refractive error, eye exams and spectacles. Simultaneously, the company will scale its entrepreneurship support programs Eye Mitra Opticians (EMO) and Vision Ambassadors (VA) to enable 40,000 low-income people earn a decent livelihood, creating new spectacles wearers and building primary vision care infrastructure in rural areas across Asia and Latin America.



Dimagi Field Manager conducting CommCare technology training for frontline workers in Africa.

Dimagi

A BCtA member since 2011, a US-based social enterprise **Dimagi** has seen tremendous growth both in terms of its innovative app's reach as well as impact on BoP communities.



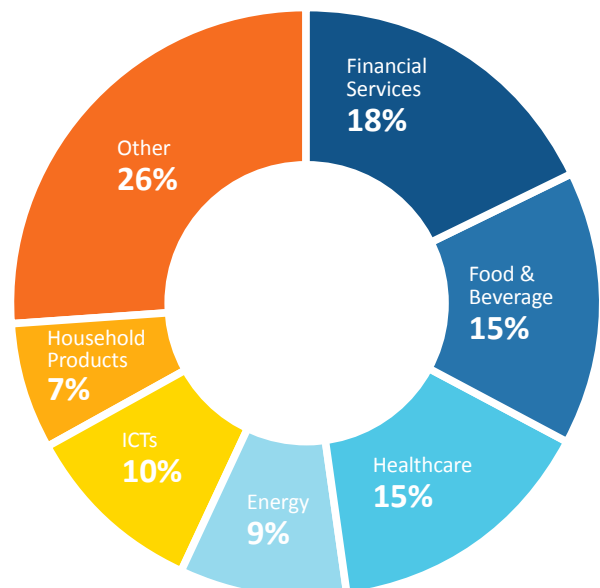
From six focus countries five years ago, Dimagi has scaled its innovative open-sourced platform, CommCare to 50+ geographies and supported over 500 projects in healthcare, education, agriculture, WASH and supply chain management sectors. By 2030 through its renewed BCtA commitment the company will scale to 100 new countries. Key reasons for its success are having an open sourced, free platform tailored to non-technical users who build their own applications, as well as strategic partnerships for scale, including with Indian Government, Google, World Bank, Harvard and many others.

From the launch of CommCare in healthcare, Dimagi has seen new non-health uptake of the app across sectors, improving service delivery, data collection, and behavior change in under-served communities. Dimagi's impact assessment studies demonstrate that the effects of the technology are not only specific to workers' performance, but rather improve processes at a programmatic level and increases

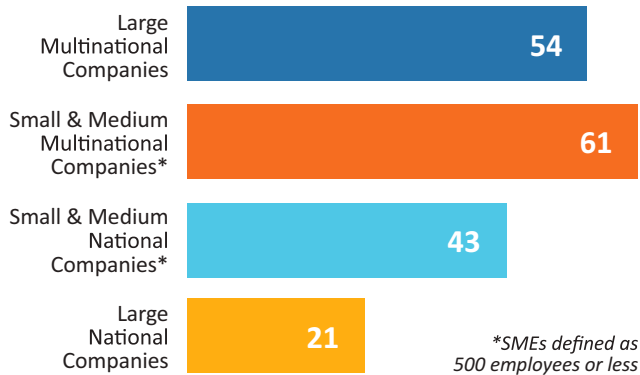
dissemination and advocacy, BCtA was able to catalyze the largest number of new commitments addressing Kenya-specific development issues and contributing to the SDGs in that country. A total of 16 new member commitments were made by agile, innovative SMEs and social enterprises.

Of all the commitments made in 2016, 16 (36 percent) are focused on engaging smallholder farmers in companies' value chains and boosting agricultural productivity, and 13 (nearly 30 percent) are expanding access at the BoP to energy, communication technology, connectivity, water services and housing. The remaining initiatives are focused on health and nutrition, financial inclusion, employment and training opportunities.

BCtA member company sector

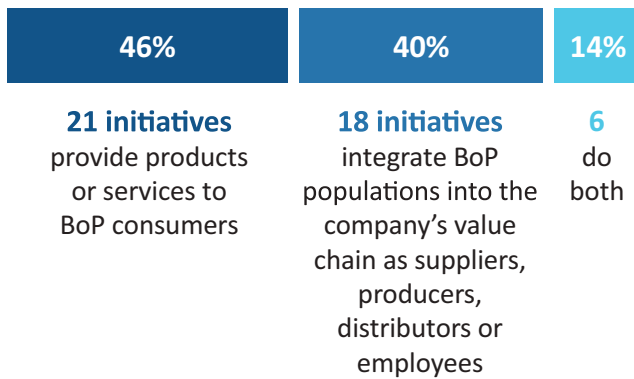


BCtA member company type



In partnership with B4D, BCtA organized two large-scale events: the [2015 Responsible Business Forum](#)²³ in Singapore and the [2016 Inclusive Business Forum](#)²⁴ in Australia were attended by over 700 participants from the private sector, government, civil society and media. In addition, two CEO roundtables were organized in Indonesia and Singapore with over 50 private-sector participants. The events served as advocacy platforms that engaged executives from business, government, academia and civil society on inclusive business, demonstrating successful and

BCtA member commitments in 2016



BCtA's field visit to Bata Shoe Company in Dhaka, Bangladesh: An opportunity to meet and hear empowering stories from rural sales women engaged in Bata's distribution model.

Strategic Partnerships

BCtA prioritizes collaboration with other actors to further its work and reach its objectives across regions. In 2016, BCtA continued its partnership with the Australian NGO Business for Development (B4D) and The Partnering Initiative (TPI), in order to increase awareness of inclusive business, convene key stakeholders, promote dialogue and collective action on inclusive business, and identify new BCtA members.

As a result of this collaboration, 17 new companies signed on to become BCtA members in 2016. In addition, over 350 companies were reached through a number of workshops. CEO roundtables, events and online discussions were held in order to increase stakeholders' understanding of inclusive business and the SDGs, and support businesses across numerous sectors in scaling up and replicating their inclusive business models.



The BCtA team and DFID's Martin Alsop meeting with three leading inclusive businesses in Zambia – Zoona, Sara Agro and SABMiller – during the CEO Forum on Inclusive Business and the SDGs.

17 new members admitted through partnerships

Singapore Business Forum



10

leading print and online media

including CNBC and The Straits Times + 2 broadcast coverages by Channel New Asia and 938 Live



80,399

impressions

Twitter Analytics
@Responsible_Biz Forum
in Singapore



viable models to encourage the wider adoption of inclusive business solutions. These events also generated a high level of awareness of BCtA and its member companies in the Asia-Pacific. BCtA will continue building on the successes of its work in the Asia-Pacific through its established membership network and a strong pipeline of potential member companies. In addition, it will continue leveraging its Philippines country-level activities as well as its work with G20 Asia-Pacific Economic Cooperation to contribute to inclusive business-conducive policy making and increase awareness and the adoption of inclusive business models by the private sector, governments and the development community.

In partnership with TPI, a series of inclusive business and SDG-focused events were held in Zambia, Vietnam²⁵ and Bangladesh. These events jointly convened over 200 representatives from the private sector, government, civil society and donor organizations. Country representatives from BCtA donors came from USAID, DFID and the Swedish and Finnish Embassies. Media and other stakeholders were invited to: discuss inclusive business as a viable model for the private sector to contribute to the SDGs; identify critical challenges and innovative inclusive business solutions; share successful business cases across sectors; and discuss opportunities for growth and scale of inclusive business in focus countries.

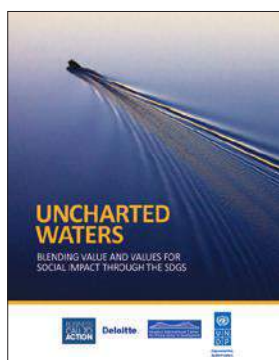
The event in Zambia boosted a country-level platform, the Zambia Business in Development Facility (ZBiDF), which supports public-private partnership action on key business and development challenges. ZBiDF's strategic partners include the Embassy of Sweden, TPI and UNDP's Zambia country office. The platform's stakeholders signed an agreement between the government and private sector to contribute to the country's job creation and economic diversification.

Cooperation was established with the Inclusive Business Accelerator; the Netherlands Development Organization (SNV) in Zambia, Vietnam and Bangladesh; Katalyst Swisscontact Development Organization in Bangladesh; the UN Global Compact local

networks in Vietnam and Bangladesh; and UNDP country offices, which will actively engage the private sector in national governments' efforts to achieve the SDGs as part of the 2030 Development Agenda.

The BCtA leveraged its ongoing media collaboration with The Guardian²⁶ and Business Fights Poverty's Challenges Zone²⁷ (see here²⁸ and here²⁹), as well as UNDP country offices³⁰ and TPI³¹ media channels for wider impact, advocacy and awareness raising. In addition, the events in Vietnam and Bangladesh were covered by leading print and broadcasting agencies.

Joint BCtA-UNDP-IICPSD-Deloitte publication and practice toolkit



Building on the existing knowledge base of inclusive business as a critical contributor to the SDGs, BCtA in collaboration with the Deloitte, IICPSD and UNDP, launched the report *Uncharted Waters: Blending Value and Values for Social Impact through*

the SDGs, which examines how to start, develop, refine and optimize inclusive business based on their current degree of readiness and maturity. It is the first report of its kind providing guidance for companies to understand how their inclusive businesses can leverage the new 2030 Global Agenda. This publication outlines how inclusive business can advance the SDGs and what opportunities the

SDGs open up for inclusive business. The report was recently selected among three “must read” reports by Devex. [Read more.](#)³⁵

This paper and its accompanying web-based toolkit were designed as a practical reference for businesses to understand why and how to embrace the inclusive business journey in the context of the SDGs, and why inclusive business models that integrate underserved markets into a company's value chain can be accelerators to optimizing both business growth and social impact.

[Download here: >> *Uncharted Waters: Blending Value and Values for Social Impact through the SDGs*](#)³⁶

The Inclusive Business & SDGs Maturity Toolkit was launched on BCtA's new website in October 2016 as a comprehensive resource for companies, guiding business leaders through the process of identifying business opportunities and establishing inclusive business models, and facilitating the assessment of existing inclusive business maturity. The toolkit aims to publicize concepts, models and strategies to integrate inclusive business principles into companies' core strategies and operations.



Inclusive Business Forum in Melbourne — participant videos

- [What is inclusive business?](#)³²
- [What are the key lessons learned when creating an inclusive business?](#)³³
- [What legacy do you want to leave behind?](#)³⁴





Impact measurement and reporting

Measuring inclusive business impact: Improving tools and methods

BCtA continues to spearhead work on measuring inclusive businesses' impact. In the past year, the platform contributed publications on impact measurement through the joint report with GRI '[Measuring Impact](#)'³⁷ as well as [BIMS case studies](#)³⁸ and blog pieces. In addition, BCtA helped member companies to plan for and measure their social impact through BIMS. Finally, BCtA made progress in collecting more annual results from its members.

Joint BCtA-GRI publication: "Measuring Impact"

BCtA launched the report, *Measuring Impact: How Business Accelerates the Sustainable Development Goals*³⁹ jointly with GRI on 22 September 2016

at BCtA's Annual Forum in New York. The report provides a firsthand look at how governments are engaging with the private sector, and how business tools, impact measurement and sustainability reporting can be leveraged to measure, monitor and accelerate business contributions to the Global Goals. The report responds to two complementary trends: increased efforts by businesses to capture their sustainability impacts, and rising interest from the public sector in capturing business contributions to the SDGs. BCtA presented its research findings at the Annual Forum and organized a panel discussion on this issue with representatives from Mahindra Rural Housing Finance, GRI, the International Finance Corporation and the Inclusive Business Action Network.



Measuring Impact identifies early lessons from the field of impact measurement and sustainability reporting, which can be harnessed by governments and businesses that want to understand how the private sector can contribute to a

more sustainable economy and world. The report also maps the challenges many governments face as they seek to account for businesses' contributions to the SDGs. Furthermore, the report calls on governments to deepen their engagement with the private sector on policy-relevant SDG areas, and to account for businesses' contributions to the Global Goals. Businesses can also play a critical role by engaging with governments and beginning the process of aligning their impact measurement and sustainability reporting with the SDGs.

The publication team from BCTA and GRI conducted several rounds of consultations with representatives from both businesses and governments to obtain their inputs for the analysis. BCTA also leveraged the information and lessons learned gained through BIMS to reflect the views of BCTA members, which was critical for drafting the report.

As part of these consultations, BCTA and GRI co-hosted a discussion with government representatives in July during the High Level Political Forum in New York to receive feedback on the initial draft. Feedback on the timeliness and topic of the report was very positive. SDG focal points from BCTA donor governments participating in the High Level Forum were invited to attend and representatives from Finland and the Netherlands responded. Altogether, 32 companies and 19 governments participated in the research. The report was disseminated through blog pieces, a webinar and BCTA and GRI networks:

- On 16 September 2016, BCTA presented at How to Integrate SDGs in Sustainability Report webinar hosted by GRI

- On 22 September 2016, BCTA published the blog piece [How Governments are Engaging with the Private Sector on the SDGs, New Report](#)⁴⁰ on The Guardian Sustainable Business website to publicly launch the report.
- On 19 October 2016, BCTA published a second blog piece [How can Companies Help the World Achieve SDGs? Measure and Report Impact](#)⁴¹ on the Guardian Sustainable Business site to share further insights from the report.
- On 10 November 2016, BCTA presented at an *Impact and SDGs webinar* to the Aspen Network of Development Entrepreneurs (ANDE) in order to share the report findings with practitioners.

As of December 2016, the report had been viewed 619 times on the BCTA website and 202 times on the GRI website; The Guardian article on the report had been shared 71 times. The 3BL press release of the report's launch had 14,772 impressions. In addition, 200 hard copies have been shared with the target audience, including businesses, governments, inclusive business practitioners and impact measurement specialists.

BCTA Impact Measurement Services (BIMS)

BCTA continued to make progress in implementing the BCTA Impact Measurement Services (BIMS). BIMS helps inclusive business members to conduct ongoing measurement of their social impact along with financial and operational performance for up to two years. It also provides technical expertise and technology tools to select BCTA members in order to design and implement survey-based data collection from the field through employees, customers and other stakeholders.

With BIMS, members can visualize how their business activities link to the SDGs. Furthermore, by gaining access to critical market information, BCTA members can improve product and service development, assess new business opportunities,

enhance marketing of their products or services, and strengthen communications about their social contributions to investors, local authorities and other stakeholders. Through this service offering, BCtA accesses social impact data collected by BCtA members, which offers an opportunity for the BCtA secretariat to share results with the public and create an evidence base on the contributions of inclusive business to the SDGs.

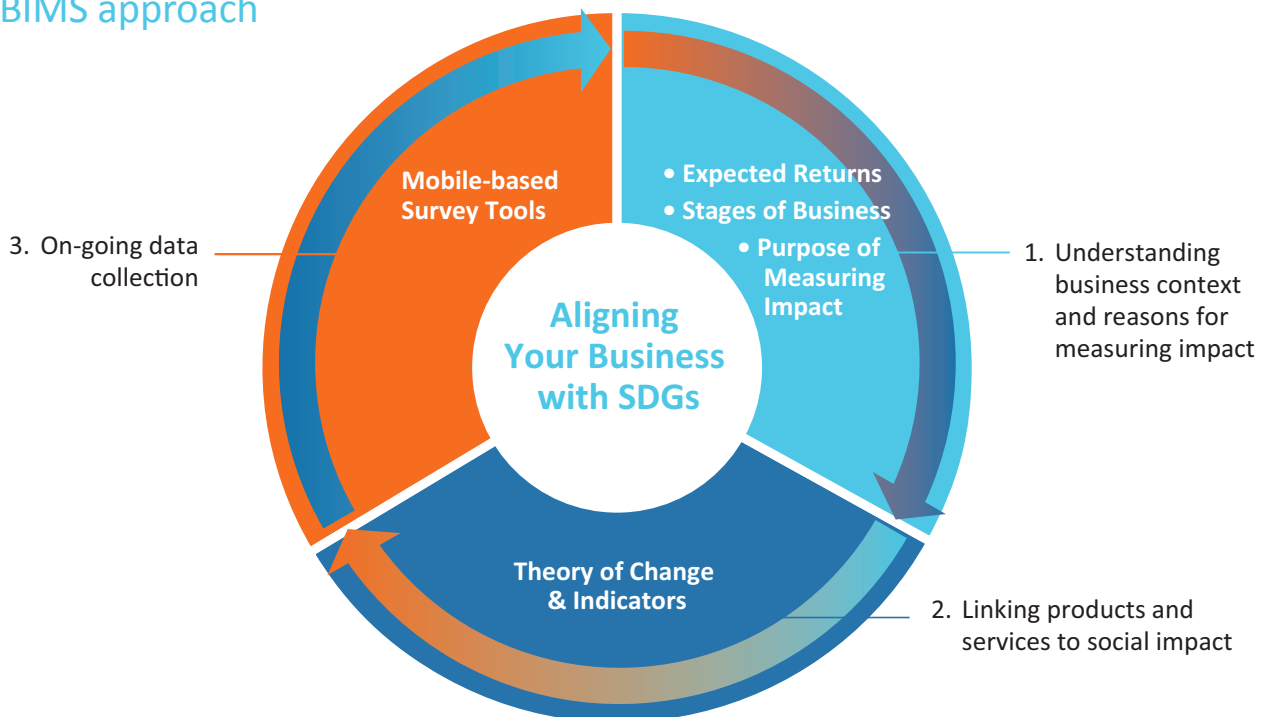
BCtA is now actively implementing BIMS with 21⁴² companies that have signed the terms of agreement. Implementation is at varying stages: [four case studies](#)⁴³ capturing lessons learned from impact measurement have been published; 16 companies have begun collecting data; 17 companies have trained their field staff; and 21 companies have received support for developing customized measurement frameworks (including theory of change, indicators and survey questions).

BIMS key lessons learned

Since the launch of BIMS in 2015, BCtA has engaged with over 50 members to discuss their interest in impact measurement, and has worked with 21 companies to measure their impact. Based on the experiences from implementation, BCtA has gleaned insights into member companies' motivations and capacities to conduct impact measurement. The following six key lessons learned will help the secretariat to scale up and tailor future BIMS offerings:

1. Companies' needs vary from compliance to informing product design, branding and communications.
2. Companies have different capacities and resources for impact measurement; only 55 percent of BIMS companies have the internal staff to carry out surveys at scale (the rest work through partners).
3. Prior to BIMS, most companies took an ad-hoc approach to measuring impact (e.g. one-time assessments).

BIMS approach



Case study insights into two BIMS participating companies



iÉchale! A Tu Casa is a social enterprise that provides affordable eco-friendly housing solutions to underserved communities in Mexico. The company has spent the last 15 years building homes and stronger communities in 23 Mexican

states. iÉchale!'s integrated approach to strengthening communities goes beyond constructing homes to include workshops that actively involve community members and encourage them to be more engaged citizens. Workshop topics include 'designing your dream house', 'learning to read blue prints' and 'training on financials'. The iÉchale! team also works with communities to build eco-friendly adobe blocks that are used for the majority of its house construction.

With support from BIMS, iÉchale! developed a Social Value Chain to delineate the business goals, strategies and operations that contribute to achieving its social impact targets. The indicators include the number of people per room, house and village, the number interested in building homes and the number of homes built using the principles of sustainable construction (e.g. adobe blocks, open spaces, ventilation and toilets).

BIMS surveys have helped iÉchale! to set parameters for understanding its impact on clients' lives and understand how these parameters align with the SDGs. Through the workshops, iÉchale! transferred valuable knowledge about how to improve household sanitation (SDG 6). The follow-up survey also included questions about access to loans (SDG 1) in order to understand whether working with iÉchale! gives clients greater access to financing. So far, the follow-up survey data do not indicate a change in access to financial services, but this may change as more communities are assessed at 12 and 24 months.

After its engagement with BIMS, iÉchale! developed a strategy for helping to address all 17 SDGs. In order to increase its impact, the iÉchale! team is now focused on establishing more global partnerships (SDG 17) in order to move beyond Mexico.



Access Afya is a social enterprise operating micro-clinics

and field-based community health programmes in the slums of Nairobi, Kenya. The company envisions an alternative healthcare system that is more accessible, affordable, and reliable than Kenya's current public and informal options – one that empowers patients through community education and advocacy. Having successfully established its flagship clinics in Mukuru, Access Afya is identifying sites for three new clinics. It engaged BIMS to measure the accessibility, costs and quality of the existing healthcare services in those areas in order to assess the baseline potential for impact.

After training Access Afya's management and field staff, BIMS helped them to design mobile-enabled surveys to measure indicators such as the number of new and return patients, average monthly spending on health and school attendance and performance. Access Afya will use the indicators and survey questions as a baseline to track its progress and gain insightful feedback from stakeholders.

With the data collected so far, Access Afya was able to estimate intended social impact in areas where it is considering expansion. The data suggest that the company could influence SDG 5: Gender equality since over 60 percent of the company's patients are women. These data can also validate assumptions about Access Afya's Healthy Schools Programme and track progress towards SDG 2: Food security and improved nutrition, by establishing baseline nutrition assessments for students and tracking progress over time.

4. Companies face challenges in using impact data for decision making.
5. Companies have different degrees of familiarity with using data for making decisions. Larger inclusive businesses (multinationals and large national companies) are more likely to have the structure and culture needed to manage the measurement process than smaller companies.
6. All BIMS companies see clear value in being recognized for their social impact by external stakeholders.

BCtA members have expressed demand for impact measurement (43 companies since 2014); the secretariat believes that more companies will be willing to undertake impact measurement once the value is clear.

BCtA will continue implementing BIMS with selected BCtA member companies based on the outputs specified under its contract with the vendors for this service (Arthify and Echo Mobile).

BCtA's contribution to the impact measurement field

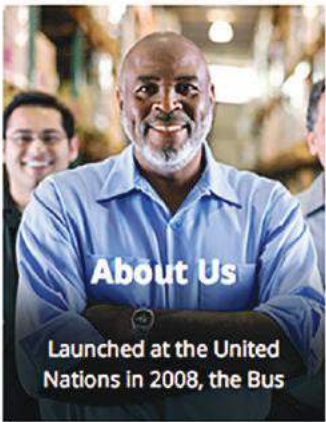
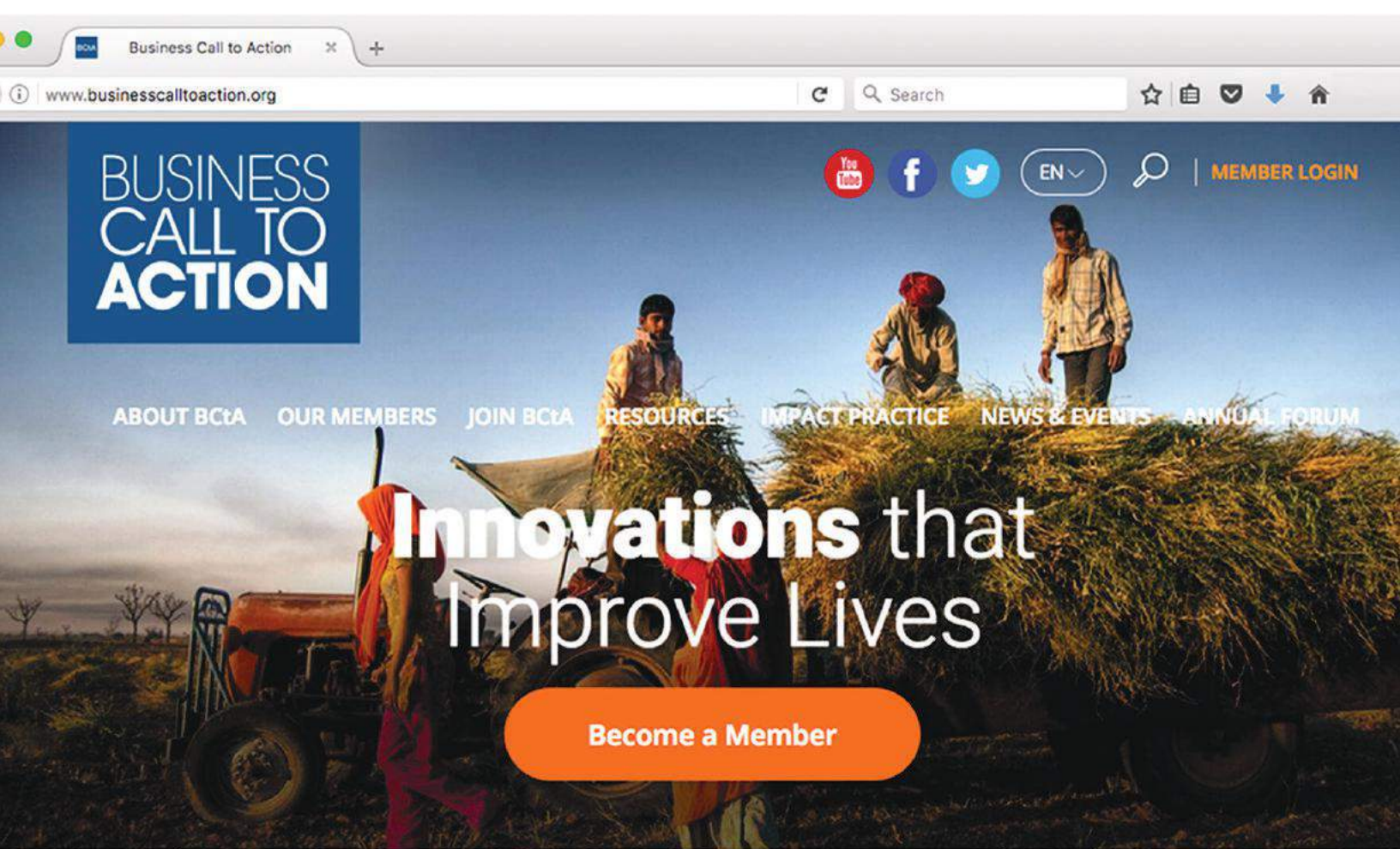
While creating an evidence base around inclusive businesses' impact contributions, BCtA is also contributing to the impact measurement field through knowledge sharing. In 2016, this included webinars, blog pieces and events:

- 25 February 2016: BCtA organized a public webinar [BIMS: Helping Inclusive Businesses Measure Performance and Social Impact](#)⁴⁴. The webinar was moderated by BCtA and featured insights from Arthify and Mahindra Rural Housing Finance to share collective experiences from BIMS implementation. A [summary of the webinar](#)⁴⁵ was published on the GSB website.

- 15 March 2016: BCtA presented an overview of BIMS at the Donor Committee for Enterprise Development's [Global Seminar on Results Measurement](#)⁴⁶ in Bangkok. The presentation was offered to a group of monitoring and evaluation professionals in order to exchange feedback on different approaches for measuring social and environmental impact of private sector-focused programmes.
- 15 June 2016: BCtA gave a presentation during the 'Show and Tell' session of the [Metrics from the Ground Up conference](#)⁴⁷ hosted by ANDE in Washington DC. BCtA's presentation was well received by the audience and generated further interest in BIMS.
- 22 September 2016: BCtA launched and disseminated the first four BIMS case studies⁴⁸ at the BCtA Annual Forum in New York.
- 28 November 2016: BCtA published a blog piece, [Four ways inclusive businesses can benefit from social impact data](#)⁴⁹, capturing learning from BIMS case studies on The Guardian Sustainable Business website.

Results reporting

The BCtA secretariat collects annual results data from companies that have been BCtA members for over one year to understand the progress of their initiatives. For 2015,⁵⁰ 104 initiatives committed as of 1 January 2015 qualified for annual reporting. Out of these 104 initiatives, BCtA engaged with 69 active initiatives. As a result, 48 (70 percent) submitted end-of-year results reports to the secretariat – a significant improvement from the previous year's 41 percent reporting rate. For reporting on 2016, the BCtA secretariat began engaging with members in February 2017.



Knowledge and communications

A core aspect of BCTA's work is building an evidence base of quality inclusive business models across sectors and geographies that deliver social impact, contribute to the SDGs and uphold thought leadership on important inclusive business topics. By analysing and publishing data from reporting and progress measurement, BCTA aims to enhance the visibility and credibility of inclusive businesses, and increase effectiveness and scale by providing feedback to companies. This section outlines BCTA's achievements in knowledge sharing, communications and advocacy in 2016.

Guardian Sustainable Business



Role of Business in Development Hub and BCtA Partner Zone has seen over

750,000
unique visitors

totaling almost

900,000
page views

in 2016 alone,
there were

301,875
unique visitors

and

390,531
page views

Launch of the re-developed BCtA website

BCtA launched its new and improved website www.businesscalltoaction.org, which showcases its members' work in a variety of ways. The second phase of the website will be completed by the end of 2017. Important features of the new website will include:

1. A member multi-stage application process
2. An impact practice section
3. Tools and publications
4. Annual member results reporting
5. Projected SDG impact visualization
6. Member portal and linkages database
7. Individual commitment pages
8. The ability to search and filter by SDGs, sector, geography, etc.

Media highlights

The Guardian Sustainable Business partnership continues to cultivate a relevant audience for BCtA, including both private-sector and development practitioners. Since the launch of the partnership in 2014, the microsite consisting of the Role of Business in Development Hub and BCtA Partner Zone has seen over 750,000 unique visitors, totaling almost 900,000 page views; in 2016 alone, there were 301,875 unique visitors and 390,531 page views. New member releases and news items are also distributed through 3BL Media to over 60,000 unique subscribers with regular online readership averaging 70,000 per month. BCtA content received an average of 16,400 impressions per piece, with an average of 2,058 clicks (compared to a benchmark of 834), with each article being viewed in over four countries.

Examples of articles published on BCtA Partner Zone and Hub include:

- [Sustainable Business and Sustainable Development: Two Sides of the Same Coin](#)⁵¹
- [Being a Woman Business Owner Offers Unusual Challenges but Great Reward](#)⁵²
- [How Kenyans are Embracing Mobile Technology to Access Healthcare](#)⁵³
- [Tackling the SDGs: are Business Targets Clear, Measurable and Down-to-earth?](#)⁵⁴
- [More than Half of all Businesses Ignore UN's Sustainable Development Goals](#)⁵⁵

Webinars and online advocacy

Through its continued issue-focused approach to peer-to-peer learning and knowledge sharing in 2016, BCtA was not only able to reach businesses looking to implement, replicate or scale inclusive business practices and the practitioners who support inclusive business, but also reached the growing audience in markets previously unfamiliar with the concepts of inclusive business and the SDGs. For example, the outcomes of *The Guardian Live Chat How do Base of the Pyramid Businesses Scale Up?* received over



In 2016 Essilor International, the world's largest spectacle lens manufacturer, joined the BCtA with the commitment to improve visual health of people at the BoP in developing countries, including in Cambodia. iCare Benefits (iCB) is one of the newest BCtA members and works to provide BoP workers across Asia access to essential products and services thus improving quality of life for themselves and their families. The two companies have been linked through BCtA and are now jointly working in Cambodia to benefit BoP populations. Essilor is leveraging iCB's unique distribution and partnership network to expand access to screening for uncorrected refractive error, eye exams and spectacles.



First pair of Essilor's spectacles sold to a factory worker who is a member of iCare Benefits

1,000 page views and attracted over 1,000 unique visitors, increasing BCtA's online discussion audience significantly.

In May, BCtA hosted a webinar discussion with Ted London, Vice President and Senior Research Fellow for World Development Indicators' Scaling Impact Initiative and the author of *The Base of the Pyramid Promise: Building Businesses with Impact and Scale*. The webinar offered concrete guidelines on how to build better enterprises while simultaneously alleviating poverty. The discussion offered insights collected from market leaders and stakeholders about the tools and techniques needed to succeed in the unique, opportunity-rich but challenging BoP market. In all, 295 people registered for the webinar.

[Listen to a recording of the webinar here.>>](#)⁵⁶

In January, BCtA hosted another webinar entitled *What Does it Take to Scale Inclusive Business Models in the Philippines*. Moderated by Rapa Lopa, the Executive Director of PBSP, the webinar examined what successful companies in the Philippines are doing to ensure that they are having a social impact and that their inclusive business initiatives are commercially viable and scalable. The panelists explored the many implications for companies seeking to set up successful inclusive business ventures and address the external and internal challenges they encounter in the process. The expert panel included BCtA member companies Kennemer Foods International and PHINMA Property Holdings Corporation.

[Listen to the recording of the webinar here.>>](#)⁵⁷



Keynote address delivered by Jayanth Bhavaraghan, Chief Mission Officer at Essilor International, challenging inclusive business community to explore new ways of working together towards achieving SDGs.



Breakout session on Inclusive Business maturity explored the why and how of businesses' alignment with the SDGs, and enabled leading companies such as MicroEnsure, Novartis, BuffaloGrid and Dimagi to share their maturity journey.

BCTA Seventh Annual Forum: Increasing Effectiveness of Inclusive Business as a Key Contributor to the SDGs

On 22 September 2016, BCTA held its Seventh Annual Forum in New York in conjunction with the 71st Session of the United Nations General Assembly. The event convened over 200 participants from BCTA member companies, development and civil society partners, and bilateral donors to celebrate the new era of inclusive business aimed at achieving the SDGs.

Keynote speaker Jayanth Bhavaraghan, Chief Mission Officer at optics company Essilor International, noted that while some stakeholders had expressed concern about the SDGs' ambitious scale, the private sector holds the key to achieving these goals. The event's first interactive panel discussions highlighted the SDGs' potential for enabling companies to drive impact on low-income communities. A subsequent session focused on supporting inclusive business through multi-stakeholder action. Participants agreed that the solution-oriented SDG agenda is a prime opportunity to start conversations about shared ownership, responsibility and transparency.

The Forum also featured two breakout sessions in which pioneering companies and other partners shared their experiences with building scalable and sustainable inclusive businesses.

[Visit the event page for access to publication and more resources .>>](#)⁵⁸



Country-level work

At the beginning of 2016, BCTA revised its country-level approach based on guidance received from its DSC in October 2015, including suggestions for BCTA to align with the SDGs and engage more in country-level policy dialogue. In March 2016, BCTA introduced a more unified approach to country-level work in two existing focus countries – Kenya and the Philippines – as well as a new focus country, Colombia (approved by the DSC in March 2016). As a key part of its country-level work in 2016, BCTA focused on driving discussions of how inclusive business can accelerate the SDGs, and worked with local partners and business networks to ensure sustainability and knowledge transfer on inclusive business.

The objectives and indicators for BCTA’s country-level work in 2016 included:

1. Increasing awareness and understanding of the key role inclusive business can play in contributing to the SDGs by highlighting opportunities for inclusive business within the SDG context and inclusive business leaders in the country (three convening events);
2. Facilitating public-private dialogue and linkages between stakeholders on the role of inclusive business in achieving the SDGs (two opportunity assessment publications); and
3. Encouraging private-sector commitments to achieve the SDGs through inclusive business (five new commitments).



KENYA: AfricAqua's inclusive One Safe Drop initiative is introducing a novel clean water delivery concept to areas that do not have access to safe drinking water. The social enterprise has established community water hubs, which not only provide safe, treated water, but incorporate space for pharmaceutical, solar, health and hygiene products, and water-related merchandise. The company has committed to reach 20,000 BoP Kenyans and employ 200 young people in its distribution network.

Kenya country-level work Launch of two sector-specific reports in multi-stakeholder events

In the first quarter of 2016, BCtA launched two publications aligned with the focus areas set in 2015:

- Youth employment and skills building:** The publication *Building Future Markets: Private Sector Approaches to Build Skills and Provide Employment Opportunities for Youth in Kenya* outlines how inclusive business models can provide employment and skills-building opportunities for low-income youth. The publication was launched at a multi-stakeholder event in February 2016 with over 120 participants. An article summarizing the event discussions can be found through this link, and the publication can be found [here](#)⁵⁹.
- Health sector:** The publication *Advancing Bottom of the Pyramid Access to Healthcare: A Case Study on Mobile Money Platforms* examines the use and benefits of mobile money platforms for delivering healthcare through inclusive business models in Kenya, which is a frontrunner country in the use of mobile money. The publication was launched in April 2016 in collaboration with the

Private Sector Innovation Programme for Health (PSP4H), a DFID-funded research programme. The event was opened by the Deputy Head of DFID in Kenya, the UNDP Kenya Country Director and a representative from Kenya's Ministry of Health. Over 100 participants representing public, private and civil-society sectors took part in the event. The discussions were highlighted in an article published on [The Guardian Sustainable Business website](#)⁶⁰. The event facilitated connections between representatives across sectors. It also helped to identify and secure new inclusive business commitments and increased participants' awareness of the potential and challenges of leveraging mobile money for advancing access to healthcare at the BoP. The report can be found through this [link](#)⁶¹.

Outreach

During 2016, four new companies with commitments in Kenya joined BCtA: Jacaranda Health, AfricAqua, Mobisol and Universal Corporation Limited. In addition, existing BCtA member Micro-Ensure actively engaged in the above-mentioned health-sector report, making a new commitment through the BCtA platform. BCtA has a strong pipeline of companies with inclusive business



COLOMBIA: Colombia-based financial services provider Crezcamos is expanding access to financial services for 240,000 Colombian micro-entrepreneurs – at least 65 percent in rural areas experiencing renewed growth after years of conflict. Its customer-focused strategy allows the company to break down barriers between urban and rural areas and include everyone in rural development.

initiatives in Kenya thanks to its engagement with the private sector through research initiated in late 2016 for a new country-level publication.

Progress on inclusive business and SDGs work plan

BCtA continued its collaboration with the UNDP Kenya country office, implementing a new country-level approach in the latter part of 2016. Given the early departure of BCtA's country-level consultant in June (the original contract was until November), BCtA faced delays in advancing this work. To tackle the problem, BCtA quickly identified an alternative approach, working with the [Sustainable and Inclusive Business Center](#)⁶² in Kenya to support implementation of activities. SIB is a collaborative initiative between [MVO Nederland/CSR Netherlands](#)⁶³ and the Kenya Private Sector Alliance Foundation.

BCtA's DSC approved a micro grant for MVO and SIB to implement planned activities in 2016-2017, including: research and analysis for a country-level publication through interviews and workshops; preparation of a final publication; and organization of a country-level launch event. In addition, BCtA organized a panel discussion in late October during the Business Leader's Day at the Second High Level

Meeting of the Global Partnership for Effective Collaboration in Nairobi to contribute to the global discussion on private sector's role in achieving the SDGs. BCtA also supported the organization of a panel on inclusive business during the Tokyo International Conference on Africa's Development (TICAD) in Nairobi in collaboration with UNDP and the Japan International Cooperation Agency.

Colombia country-level work

Colombia was selected as a new BCtA focus country in 2016 after a detailed selection process that took into consideration: the interests of BCtA donors, partners, members, local stakeholders and potential partners; the public sector's commitment to advance private-sector engagement on the SDGs; and opportunities for BCtA to add value.

In late 2016, BCtA formalized the collaboration and work plan for 2016-2017 with the UNDP Colombia country office following a planning mission to Colombia in May. Local consultant Maria-Alejandra Blanco-Iturbe began supporting BCtA country-level work in late October, contracting a local implementing partner for workshops in advance of a local-level publication on the opportunities inclusive business offers for achieving the SDGs. In addition to existing

BCtA members Sanofi Colombia and Credifamilia, two new companies doing business in Colombia – Crezcamos and Fruandes – made BCtA commitments in 2016 and there is a strong pipeline of additional companies in the application process.

Philippines country-level work

Significant progress was made on country-level work in the Philippines after resolving the modalities for partner agreements and cooperation in 2016. BCtA continued to work through the UNDP Philippines country office with Philippine Business for Social Progress (PBSP). The largest business-led social development organization in the country, PBSP is committed to reducing poverty by promoting inclusive business as companies' core business, with support of the Board of Investments of the Philippines' Department of Trade and Industry (DTI). Leading government efforts in promoting inclusive business in the Philippines, DTI is supporting BCtA's country-level work, increasing the scale and effectiveness of inclusive business models to reach the SDGs and contribute to both national and global agenda.

PBSP is working on behalf of BCtA to increase the awareness, understanding and engagement of private-sector and other stakeholders in inclusive business and contributing to the SDGs. PBSP is also helping to drive new BCtA business commitments, foster policy advocacy and facilitate public-private dialogue on inclusive business and development. In 2016, PBSP contributed to these objectives through the following activities:

- A high-level CEO Forum was held in October 2016 to launch country-level discussions with leading CEOs, government representatives and other stakeholders on inclusive business and opportunities for SDG contribution;
- Sector-specific workshops on agriculture, infrastructure and education were held to elicit insights for the country-level publication.

Building on the successes in 2016, PBSP will conduct one additional workshop in the Philippines, produce a country-level report on the roadmap of inclusive business in the SDGs framework and organize a launch event for a country-level publication in 2017.

BCtA's work with the UNDP country office, the Government, PBSP and other stakeholders (GRI, Philippine Business for the Environment, etc.) has paved the way for a more comprehensive and sustainable private-sector engagement strategy that stakeholders can continue once BCtA phases out. One of the most notable collaborative efforts in 2016 was with the DTI Board of Investments (DTI/BOI) to strengthen local government capacity for supporting inclusive business as an effective approach to achieving the SDGs. DTI/BOI expressed interest in leveraging BCtA's existing tools – including the inclusive business maturity report and toolkit, PBSP report and findings, and G20 research on policy instruments – to build DTI/BOI teams' capacity to engage the private sector and bridge business and policy gaps related to inclusive business in the country. In 2017, the BCtA team will continue to work with DTI/BOI colleagues to define activities that support the goals of BCtA and the Government.

Outreach

In June 2016, BCtA and the UNDP Philippines country office welcomed a new Philippines-based outreach consultant, [Michelle Roque](#)⁶⁴, who is supporting national efforts to increase the awareness, understanding and engagement of the private sector and other stakeholders in inclusive business and the SDG agenda. These efforts are aimed at driving new business commitments to BCtA, fostering policy advocacy, facilitating public-private dialogue on the inclusive business and development agendas, and contributing to the UNDP country office's private-sector engagement strategy. In late 2016, the Philippine company Coco Technologies joined BCtA with a commitment to engage BoP coconut farmers in its value chain and expand access to affordable coconut-based products for rural poor people. Two additional BCtA applications are in the pipeline.



Assistant Secretary Felicitas R. Reyes, Department of Trade and Industry (DTI), discusses government engagement with the private sector towards the SDGs.



Speakers from UNDP, BCTA, PBSP and the Government discussed inclusive business opportunities for Philippine businesses and alignment with the Government's socio-economic agenda for the next six years

Inclusive business and the SDGs forum in Manila

Inclusive business and the SDGs forum in Manila on 6 October 2016 brought together major stakeholders in the business, government and development communities including the Department of Trade and Industry, the Bureau of SME Development, the UNDP Country Office, BCTA, GiZ, the African Development Bank and others.

The forum engaged 44 participants, including representatives from 24 private-sector companies. Speakers from UNDP, BCTA, PBSP and the Government discussed inclusive business opportunities for Philippine businesses and alignment with the Government's socio-economic agenda for the next six years. The forum engaged CEOs in a roundtable discussion where experiences, opportunities and challenges relating to inclusive business were shared.

Following the forum, an inclusive business challenge workshop focused on the food and beverage industry as a sector with high potential for inclusive business contribution to the SDGs. The companies had the opportunity to test their inclusive business maturity and discuss ways to scale their inclusive business initiatives.

2016 Logframe tracking

Outcome Indicators	Baseline (end of year 2015)	2016 Target	2016 Achieved	Notes
OUTCOME A: Increased number of companies adopting business practices that are inclusive of the poor				
Number of members adopting business practices that are inclusive of poor people	141 commitments	39 new commitments	45 new commitments	<ul style="list-style-type: none"> At the end of 2016, the number of new and renewed commitments made to the BCtA stood at 45 (41 from new member companies and 4 renewed commitments from existing members)
Number of new members making an inclusive business commitment for the first time	141 new companies	35 new members	41 new members	<ul style="list-style-type: none"> As of the end of 2016, 41 new member companies had joined during the year
Increase awareness of inclusive business by advocating to private sector globally	Yes	Yes	Yes	<ul style="list-style-type: none"> BCtA's partnerships with B4D, TPI and GRI; ongoing advocacy via Guardian Sustainable Business and G20 work
Indicator Justifications for Outcome A				
<ul style="list-style-type: none"> Second indicator tests whether BCtA is influencing new companies to join the inclusive business movement. 				
OUTCOME B: Increased scale and effectiveness of existing inclusive business initiatives				
Number of total commitments by members (existing, new and total)	141 commitments	180 commitments	186 commitments	<ul style="list-style-type: none"> At the end of 2016, the total number of commitments to BCtA stood at 186 (182 commitments from new companies and 4 renewed commitments from existing members)
Number of follow-on commitments	N/A	N/A	4	<ul style="list-style-type: none"> Dimagi, Jaipur Rugs, MicroEnsure, ¡Échale!
Number of commitments that report growth (eg, make new investments, move to new geographic areas or add products or services)	64%	At least 50%	2016 result is forthcoming in the annual member reporting	<ul style="list-style-type: none"> 2016 results reporting is forthcoming
Number of commitments reporting increases in profitability	N/A	N/A	N/A	<ul style="list-style-type: none"> BCtA has finalized the new results reporting template which includes the indicator of 'profits generated'. The Secretariat will test with companies in 2017
Number of companies that report using BCtA's mobile-based impact measurement tool to refine their initiative	18	21 ⁶⁵	21	<ul style="list-style-type: none"> 21 companies have signed the terms of agreement to participate in BIMS

Outcome Indicators	Baseline (end of year 2015)	2016 Target	2016 Achieved	Notes
--------------------	-----------------------------	-------------	---------------	-------

OUTCOME B: Increased scale and effectiveness of existing inclusive business initiatives (continued)

Index of inclusive business effectiveness (via survey – methodology to be developed. Questions could include whether initiatives are sustainable, successful in meeting companies’ corporate goals and successful in having development impact.)	To be tracked going forward	To be tracked going forward	Survey was sent to members as part of 2015 results reporting	<ul style="list-style-type: none"> Instead of the Inclusive Business Effectiveness Index, three supplementary questions related to the inclusive business effectiveness have been integrated into BCTA’s results reporting template and the forthcoming online reporting portal
--	-----------------------------	-----------------------------	--	--

Indicator Justifications for Outcome B

- Measuring replication tests whether lessons are transferring among members.
- Companies reporting growth of their initiative is a proxy for determining whether the initiative is conferring benefits to the company.

OUTCOME C: Improved adoption of inclusive business practices among the development community and local governments

Number of BCTA partnerships with development community	12	2	8	<ul style="list-style-type: none"> B4D, TPI, Business Fights Poverty, the US Chamber of Commerce Foundation, GRI, Practitioner Hub for Inclusive Business, Fletcher School/Tufts University, William Davidson Institute
Number of institutional affiliates	To be tracked going forward	To be tracked going forward	To be tracked going forward	<ul style="list-style-type: none"> Network to be launched in Phase II of the BCTA website re-development.
Inclusion of inclusive business in post-MDG agenda (Y/N)	Yes	Yes	Yes	<ul style="list-style-type: none"> Work with G20 Inclusive Business Framework and UNDP SDGs Cluster
Number of country-level partnerships launched due to BCTA country-level efforts	2	3	2	<ul style="list-style-type: none"> PBSP in the Philippines, MVO/SIB in Kenya
Increased awareness of inclusive business among development community and local governments	Yes	Yes	Yes	<ul style="list-style-type: none"> Work with G20 Inclusive Business Framework; Kenya and Philippines country-level work; launch of country-level work in Colombia

Indicator Justifications for Outcome C

- The first indicator tracks BCTA’s ability to attract partners and collaborate with other inclusive business actors.
- The second indicator measures the scope of BCTA’s influence among non-member organizations.

Outcome Indicators	Baseline (end of year 2015)	2016 Target	2016 Achieved	Notes
OUTPUT 1: Increased number of companies with inclusive business commitments				
Number of members	141	176 total	182	<ul style="list-style-type: none"> At the end of 2016, the total number of individual members companies was 182 (186 commitments in all)
Number of countries with BCtA member initiatives	56	N/A	66	
Number of countries home to BCtA member headquarters	35	N/A	42	
Number of high-potential prospective member companies that BCtA has encouraged to consider inclusive business annually	350	200	365	<ul style="list-style-type: none"> Total outreach via country-level outreach and events, research, direct outreach & Salesforce contacts
Number of inclusive business workshops	2	2	5	<ul style="list-style-type: none"> 2 training sessions on inclusive business maturity, sustainability and impact in Istanbul in March and November 2016 3 workshops on inclusive business maturity in the Philippines
Number of Outreach Events:	11	N/A	2	<ul style="list-style-type: none"> June 2016: Ethical Business Summit, London September 2016: ANDE Annual Conference
Participation-only Events				
BCtA co-Branded Events				

Outcome Indicators	Baseline (end of year 2015)	2016 Target	2016 Achieved	Notes
BCtA co-Branded Events (continued)				<ul style="list-style-type: none"> November 2016: India and Sustainability Standards: International Dialogues and Conference November 2016: Inclusive business & SDGs workshop in Istanbul (jointly with Mikado) November 2016: Business Leaders Day, Global Partnership for Effective Development Cooperation High Level Meeting (panel on inclusive business), Nairobi November 2016: BRM Inclusive Business Summit 2016, organized on 19th November at the Bogazi University in Istanbul
Number of enquiries about membership from non-members	55	N/A	70	<ul style="list-style-type: none"> 15 companies/organizations inquired about membership via the BCtA website 55 entities inquired about the BCtA via secretariat email

Indicator Justifications for Output 1

- Number of countries indicates the geographic diversity of initiatives.
- Number of pipeline companies indicates progress in outreach to new companies.
- Tracking non-member inquiries is a proxy for level of awareness of BCtA.

OUTPUT 2: Increased linkages between inclusive businesses, funders, and other resources

Percent of BCtA member companies consulted	27%	25% of members	Completed	<ul style="list-style-type: none"> 2016 annual member survey has been completed in Q1 2017
Percent of BCtA members benefiting from referrals made (based on member needs/requests)	No formal process for referrals	At least 25% of members referred to resources	Forthcoming	<ul style="list-style-type: none"> The linkages and referrals database will be completed in Phase II of BCtA website re-development
Number of linkages leading to: <ul style="list-style-type: none"> • Business to business partnerships • Joint donor and business programs • Financing for members • Technical assistance for businesses 	To be tracked going forward	To be tracked going forward	10 members referred for partnership with another party as a result of BCtA referral	<ul style="list-style-type: none"> Envirofit introduction to corporate social responsibility (CSR) programmes of Barclays, Diageo, H&M, IKEA, Novartis; Rafiki Microfinance introduction to a Kenya based DFID-funded programme; Essilor introduction to Kenya-based health sector members; Essilor forging a partnership with iCare Benefits in Cambodia to leverage distribution networks
Ratings of value of BCtA services to companies (based on member survey and interviews)	N/A	Forthcoming	Completed	<ul style="list-style-type: none"> 2016 annual member survey has been completed in Q1 2017

Indicator Justifications for Output 2

- Success of linkages can be measured by tracking the number of referrals that turn into productive relationships.

Outcome Indicators	Baseline (end of year 2015)	2016 Target	2016 Achieved	Notes
OUTPUT 3: Improved tools and methods for measurement of inclusive business impact				
Number of companies receiving any BCtA services related to impact-measurement assistance	18	21 ⁶⁶	21	<ul style="list-style-type: none"> 21 companies have signed the terms of agreement. Implementations with these 21 companies is at varying stages: 4 case studies have been published, capturing lessons learned from impact measurement; 16 companies have already started collecting data; 17 companies have completed training of their field staff; and 4 companies are now developing customized measurement frameworks (theory of change, indicators & survey questions).
Assessment of how much companies value impact-measurement tools (based on member survey)	N/A	N/A	Completed	<ul style="list-style-type: none"> 2016 annual member survey has been completed in Q1 2017
Mentions of a company's inclusive business initiative in annual or CSR reports	To be tracked going forward	To be tracked going forward	To be tracked going forward	<ul style="list-style-type: none"> To be tracked in 2017 since most 2016 CSR reports are published between April and June 2017
Percentage of members reporting results from inclusive business initiatives	70%	>50%	Forthcoming	<ul style="list-style-type: none"> 2016 results reporting was rolled out in February 2017
Roll out of new mobile-based impact measurement tool	No	Yes	Yes	<ul style="list-style-type: none"> Among 21 companies that have signed the terms of agreement, 17 have completed the field training and 16 have started the data collection
Creation of new impact measurement framework	Yes (10 started collecting data)	Yes	Forthcoming	<ul style="list-style-type: none"> A new results-reporting process for BCtA was finalized in 2016
Number of companies reporting improved impact	To be tracked going forward	To be tracked going forward	Forthcoming	<ul style="list-style-type: none"> 2016 results reporting was rolled out in February 2017.

Indicator Justifications for Output 3

- The first indicator measures the reach and growth of BCtA's impact-measurement service offering.
- Both the second and third indicators gauge how useful companies find the monitoring and evaluation tools.

Outcome Indicators	Baseline (end of year 2015)	2016 Target	2016 Achieved	Notes
OUTPUT 4: Creation and dissemination of more robust evidence on inclusive business				
Number of knowledge products (case studies, sector reports, flagship reports) published	13 case studies; 2 member sector reports	15 case studies; 2 member sector reports	21 case studies; 2 reports	<ul style="list-style-type: none"> 17 short case studies, 4 BIMS case studies, 2 global publications (with GRI and Deloitte, and UNDP/IICPSD), and two sector reports
Number of webinars and knowledge/sectoral events	6 webinars/ online events; 6 events	3 webinars; 5 events	5 webinars and 3 online discussions, 5 sectoral events	<ul style="list-style-type: none"> 1 sector event in Kenya (health) 4 sector events in the Philippines (one on agriculture/food and beverages in October 2016; two workshops on education and utilities in November 2016; and one one financial inclusion in December 2016) Webinars in January (2), February, May, October and online discussions in May, October and December 2016
New content pieces Generated by BCtA (articles, blogs, videos)	To be tracked going forward	60	60+	
Number of flagship BCtA events: <ul style="list-style-type: none"> Annual Forum in New York and other UN events Donor joint events 	1 UN General Assembly event; 2 donor joint events	1 UN General Assembly event; 1 Commission on the Status of Women (CSW) event	1 CSW event; 1 UN General Assembly event	<ul style="list-style-type: none"> BCtA Annual Forum CSW event – The Business of Inclusion: Global Prosperity Through Women and Girls Empowerment (in partnership with US Chamber of Commerce Foundation)
Number of attendees at BCtA events	2,000+ total attendees at BCtA events in 2013	N/A	2,000+ total attendees at BCtA events in 2016	
Number of media mentions and publications featuring BCtA	120+ mentions; 100+ publications	100 mentions	100+	
Webpage views	7,019 webpage views/month	10% growth in webpage views	32% growth	<ul style="list-style-type: none"> 9,288 page webpage views per month on average
Social media followers	2000+ online followers	2,500 online followers	3,650	

Outcome Indicators	Baseline (end of year 2015)	2016 Target	2016 Achieved	Notes
Qualitative assessment of use of BCtA's knowledge products by members and stakeholders (downloads, Google, retweets)	To be tracked going forward	To be tracked going forward	Measuring Impact report viewed 619 times on BCtA website and 202 times on GRI website	<ul style="list-style-type: none"> BCtA will comprehensively track the use of its knowledge products via its new website starting 2017

Indicator Justifications for Output 4

- Size of attendance at BCtA events is a proxy for BCtA's influence and the opportunity for attendees to increase linkages through interactions with other participants.
- Amount of information published gauges how productive BCtA has been in gathering and disseminating information, and its advocacy reach.
- One measurement of success of an advocacy campaign is the number of mentions in the media, including newspaper, print, TV and radio.

OUTPUT 5: Support for country-level mobilization around specific development issues

Number of country-level engagements	1 (Kenya)	3 countries	3 focus countries (Kenya, Philippines & Colombia)	<ul style="list-style-type: none"> Country-level work in Kenya, Philippines and Colombia
Number of opportunity assessments conducted on country-level issues	3	2	2 sector assessments in Kenya 3 IB opportunity assessments (Philippines, Kenya, Colombia)	<ul style="list-style-type: none"> Used for internal purposes and as input for upcoming publications
Number of events convened on country-level issues	3	3	6	<ul style="list-style-type: none"> Country-level events in Kenya (2) and Philippines (4)
Number of new commitments as a result of BCtA country-level activities (new versus existing members)	9	5	7	<ul style="list-style-type: none"> 4 new members with commitments in from Kenya; 2 new members in Colombia; and 1 member in the Philippines
Number of consultations facilitated between companies and donor-funded initiatives, donors, UN agencies and governments	N/A	To be tracked going forward	To be tracked going forward	

Indicator Justifications for Output 5

- Number of new commitments resulting from BCtA's country-level activities will help to measure how valuable these activities are to companies.

Annex 1

List of BCtA events in 2016

Events

- Business Call to Action Annual Forum 2016
- February 2016: Inclusive Business Asia Forum in the Philippines (Asian Development Bank)
- March 2016: The Business of Inclusion: Global Prosperity Through Women and Girls Empowerment, USA
- February 2016: Kenya Youth Event
- April 2016: Inclusive Business & SDGs Event, Zambia
- April 2016: Kenya Health Event
- May 2016: Inclusive Business & SDGs Event, Vietnam
- May 2016: Inclusive Business Forum in Melbourne, Australia (with B4D)
- June 2016: Inclusive Business & SDGs Event, Bangladesh
- August 2016: TICAD Forum, Kenya
- September 2016: BCtA 7th Annual Forum, USA
- October 2016: Inclusive business & SDGs CEO Forum and workshop in the Philippines with PBSP
- November 2016: India and Sustainability Standards: International Dialogues and Conference
- November 2016: Inclusive business & SDGs workshop in Istanbul (jointly with Mikado)
- November 2016: Business Leaders Day, Global Partnership for Effective Development Cooperation High Level Meeting (panel on inclusive business), Nairobi
- November 2016: BRM Inclusive Business Summit 2016, organized on 19th November at the Bogazi University in Istanbul
- October 2016: Agriculture/Food and Beverages Sectoral Workshop, Philippines

- November 2016: Education & Utilities, Sectoral Workshops (2), Philippines
- December 2016: Financial Inclusion Sectoral Workshop, Philippines

Webinars, online events and discussions

BCtA was able reach larger audiences in 2016, including both those familiar and unfamiliar with the concept of inclusive business. In addition, BCtA was able to engage thought leaders, inclusive business practitioners and senior-level company representatives.

Webinar discussions

- [What Does It Take to Scale Inclusive Business Models in the Philippines](#)⁶⁷ (January 2016)
- [Small Farmers and Business: Best Practices From the Field](#)⁶⁸ (January 2016)
- [BIMS: Helping Inclusive Businesses Measure Performance and Social Impact](#)⁶⁹ (February 2016/private)
- [The Base of the Pyramid Promise: Building Businesses with Impact and Scale](#)⁷⁰ (May 2016)
- [Webinar: Inclusive Business Models in Turkey](#)⁷¹ (In partnership with Mikado) 6 October 2016

Online discussions – Guardian live chats

- [Can business and government work together for development?](#)⁷² (May 2016)
- [Can business help achieve sustainable development goals?](#)⁷³ (In partnership with Guardian) 22 October 2016
- [How can we scale distribution and sales networks that create opportunities at the BoP?](#)⁷⁴ (In partnership with Business Fights Poverty, IBAN, Citi, and others) 8 December 2016

Annex 2

List of BCtA publications in 2016

Company case studies

[<<Access all case studies here>>⁷⁵](#)

BIMS case studies

In September 2016, BCtA published the first four BIMS case studies on Access Afya, ¡Échale! A Tu Casa, Empower Pragati and Mahindra Rural Housing Finance, which capture lessons learned from BIMS implementation.

[<<Access all case studies here>>⁷⁶](#)

Publications

- [The Breaking Through: Inclusive Business and the Business Call to Action Today⁷⁷](#)
- [Uncharted Waters: Blending Value and Values for Social Impact through the SDGs⁷⁸](#)
- [Is Finance the Primary Binding Constraint for Smallholder Farmers?⁷⁹](#)
- [Building an Inclusive Business Ecosystem in Health: Tackling Child Mortality in Kenya⁸⁰](#)
- [Measuring Impact: How Business Accelerates the Sustainable Development Goals⁸¹](#)

Endnotes

- 1 <http://www.un.org/>
- 2 <http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>
- 3 <https://www.government.nl/ministries/ministry-of-foreign-affairs>
- 4 <http://www.sida.se/English/>
- 5 <http://www.dfid.gov.uk/>
- 6 <https://www.usaid.gov/>
- 7 <http://formin.finland.fi/public/default.aspx?culture=en-US&contentlan=2>
- 8 <http://www.undp.org/>
- 9 <https://www.unglobalcompact.org/>
- 10 <http://www.businesscalltoaction.org/resources>
- 11 <http://www.businesscalltoaction.org/>
- 12 http://businesscalltoaction.org/sites/default/files/resources/BCtA_AnnualForum2016_Web.pdf
- 13 <http://thepartneringinitiative.org/>
- 14 <http://businessfordevelopment.org/>
- 15 <http://www.businesscalltoaction.org/impact-practices>
- 16 <https://www.theguardian.com/business-call-to-action-partnerzone/2016/nov/28/four-ways-inclusive-businesses-can-benefit-from-social-impact-data>
- 17 http://www.businesscalltoaction.org/sites/default/files/MeasuringImpact_web.pdf
- 18 <https://www.theguardian.com/business-call-to-action-partnerzone/2016/sep/22/how-governments-are-engaging-with-the-private-sector-on-the-sdgs-new-report>
- 19 <https://www.theguardian.com/business-call-to-action-partnerzone/2016/oct/19/how-can-companies-help-the-world-achieve-sdgs-measure-and-report-impact>
- 20 <http://www.andeglobal.org/Login.aspx>
- 21 https://www.devex.com/news/3-new-reports-on-inclusive-business-88832?mkt_tok=eyJpIjoiWVRBd05EUTB-OMkppTnpjMyIsInQiOiJkK2lzb09EdnpyWERTZ1Jrb29HaEpWdFhtVHpwVWZTOWdPXC92K3hPSjlkK2FKQ0JVeUNtbStrcUJRaDV1eVkrZIRYOWJFU1FKbVVpVkJkc2ZXWF-pwSFBYc1hzeXMwQ1B1UGp1T2x1YjJFa2M9In0%3D
- 22 <http://www.businesscalltoaction.org/>
- 23 <http://www.responsiblebusiness.com/events/responsible-business-forum-singapore/>
- 24 <http://businessfordevelopment.org/ibforum/>
- 25 <https://www.youtube.com/watch?v=XZodrKLyAw>
- 26 <https://www.theguardian.com/sustainable-business/2016/may/18/zambias-national-multi-stakeholder-approach-to-achieving-the-sdgs>
- 27 <http://community.businessfightspoverty.org/profiles/blogs/zarin-zeba-khan-and-wasef-mustafa-kazi-unleashing-inclusive-busin>
- 28 <http://community.businessfightspoverty.org/profiles/blogs/andrew-kambobe-unleashing-inclusive-business-towards-the-sustaina>
- 29 <http://community.businessfightspoverty.org/profiles/blogs/phat-nguyen-unleashing-inclusive-business-towards-the-sustainable>
- 30 <http://www.bd.undp.org/content/bangladesh/en/home/presscenter/articles/2016/06/05/unleashing-inclusive-business-toward-sdg-implementation-bangladesh.html>
- 31 <http://thepartneringinitiative.org/news-and-views/general-news/unleashing-inclusive-business-for-the-sdgs-vietnam-roundtable/>
- 32 <https://www.youtube.com/watch?v=tKOYBYd5Esw>
- 33 <https://www.youtube.com/watch?v=nuaBdONT4LU>
- 34 https://www.youtube.com/watch?v=iFSoQsPy_3U
- 35 https://www.devex.com/news/3-new-reports-on-inclusive-business-88832?mkt_tok=eyJpIjoiWVRBd05EUTB-OMkppTnpjMyIsInQiOiJkK2lzb09EdnpyWERTZ1Jrb29HaEpWdFhtVHpwVWZTOWdPXC92K3hPSjlkK2FKQ0JVeUNtbStrcUJRaDV1eVkrZIRYOWJFU1FKbVVpVkJkc2ZXWF-pwSFBYc1hzeXMwQ1B1UGp1T2x1YjJFa2M9In0%3D
- 36 http://www.businesscalltoaction.org/sites/default/files/resources/Unchartered_Waters_Report_BCtA_UNDP_Deloitte_Web_0.pdf
- 37 http://www.businesscalltoaction.org/sites/default/files/resources/MeasuringImpact_web_0.pdf
- 38 <http://www.businesscalltoaction.org/impact-practices>
- 39 http://www.businesscalltoaction.org/sites/default/files/resources/MeasuringImpact_web.pdf
- 40 <https://www.theguardian.com/business-call-to-action-partnerzone/2016/sep/22/how-governments-are-engaging-with-the-private-sector-on-the-sdgs-new-report>

- 41 <https://www.theguardian.com/business-call-to-action-partnerzone/2016/oct/19/how-can-companies-help-the-world-achieve-sdgs-measure-and-report-impact>
- 42 BCtA has elected to allocate a portion of the BIMS budget for activities to define the strategy of impact measurement in the next BCtA phase. As a result, BCtA will offer BIMS service to 21 companies instead of the 23 companies as originally planned.
- 43 <http://www.businesscalltoaction.org/impact-practices>
- 44 <http://www.businesscalltoaction.org/news/webinar-helping-inclusive-businesses-measure-performance-and-social-impact>
- 45 <https://www.theguardian.com/sustainable-business/2016/apr/13/measuring-impact-qa-it-was-critical-for-us-to-obtain-buy-in-from-our-staff>
- 46 <http://www.enterprise-development.org/measuring-results-the-dced-standard/bangkok2016/>
- 47 <http://www.andeglobal.org/general/custom.asp?page=MetricsCon2016>
- 48 <http://www.businesscalltoaction.org/impact-practices>
- 49 <https://www.theguardian.com/business-call-to-action-partnerzone/2016/nov/28/four-ways-inclusive-businesses-can-benefit-from-social-impact-data>
- 50 BCtA's secretariat contacted members in January 2016 for their annual reporting on 2015.
- 51 <https://www.theguardian.com/sustainable-business/2016/jun/15/sustainable-business-and-sustainable-development-two-sides-of-the-same-coin>
- 52 <https://www.theguardian.com/sustainable-business/2016/may/05/being-a-woman-business-owner-offers-unusual-challenges-but-great-reward>
- 53 <https://www.theguardian.com/sustainable-business/2016/may/10/how-kenyans-are-embracing-mobile-technology-to-access-healthcare>
- 54 <https://www.theguardian.com/business-call-to-action-partnerzone/2016/aug/05/tackling-the-sdgs-are-business-targets-clear-measurable-and-down-to-earth>
- 55 <https://www.theguardian.com/sustainable-business/2016/sep/30/businesses-ignore-un-sustainable-development-goals-survey>
- 56 https://www.youtube.com/watch?v=VOI_Ma-rxIQ
- 57 https://www.youtube.com/watch?v=B-TG_Aiddwl
- 58 <http://businesscalltoaction.org/annual-forum>
- 59 http://www.businesscalltoaction.org/wp-content/uploads/2016/03/BCtA_Building-Future-Markets-Final.pdf
- 60 <https://www.theguardian.com/sustainable-business/2016/may/10/how-kenyans-are-embracing-mobile-technology-to-access-healthcare>
- 61 http://www.businesscalltoaction.org/wp-content/uploads/2016/04/BCtA_MobileMoneyPlatformCaseStudy_Web.pdf
- 62 <http://www.sibkenya.com/>
- 63 <http://mvonederland.nl/csr-netherlands>
- 64 <http://www.businesscalltoaction.org/about/secretariat>
- 65 BIMS will be implemented with 21 member companies since BCtA will allocate the cost of implementing with two more companies to the strategy work of BIMS 2.0 in the next phase.
- 66 BIMS will implement with 21 member companies in total since BCtA will allocate the cost of implementing with two more companies to the strategy work of BIMS in the next phase.
- 67 https://www.youtube.com/watch?v=B-TG_Aiddwl
- 68 <https://www.youtube.com/watch?v=cTq79Ibma3g>
- 69 <https://www.eventbrite.com/e/bims-helping-inclusive-businesses-measure-performance-and-social-impact-tickets-21670320512?aff=erelexpmlt>
- 70 https://www.youtube.com/watch?v=VOI_Ma-rxIQ
- 71 <http://www.businesscalltoaction.org/news/inclusive-business-models-webinar>
- 72 <https://www.theguardian.com/sustainable-business/2016/may/19/businesses-government-development-projects-more-than-pr-live-chat>
- 73 <https://www.theguardian.com/sustainable-business/2015/oct/15/can-business-help-achieve-sustainable-development-goals-live-chat>
- 74 <http://www.businesscalltoaction.org/news/online-discussion-how-can-we-scale-distribution-and-sales-networks-create-opportunities-bop>
- 75 <http://businesscalltoaction.org/resources>
- 76 <http://businesscalltoaction.org/resources>
- 77 <http://businesscalltoaction.org/resources>
- 78 http://businesscalltoaction.org/sites/default/files/resources/Unchartered_Waters_Report_BCtA_UNDP_Deloitte_Web.pdf
- 79 <http://www.businesscalltoaction.org/wp-content/uploads/2014/06/SmallholderFarmingAndFinanceReport.pdf>
- 80 <http://businesscalltoaction.org/resources>
- 81 http://www.businesscalltoaction.org/sites/default/files/MeasuringImpact_web.pdf



This report can be downloaded from
www.businesscalltoaction.org/resources/publications

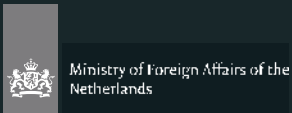
You are encouraged to share the report and use it to support the adoption and implementation of inclusive business. Copyright rests with the BCTA.

Please send feedback to the Business Call to Action Secretariat at
Secretariat@businesscalltoaction.org

BUSINESS CALL TO ACTION

Contact the Business Call to Action
E: secretariat@businesscalltoaction.org
www.BusinessCalltoAction.org

 [@BCtAInitiative](https://twitter.com/BCtAInitiative)



Empowered lives.
Resilient nations.