



Business Call to Action Annual Narrative Report

January – December 2017



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What is the Business Call to Action?

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 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, the UK Department for International Development (DFID), the US Agency for International Development (USAID), and Finland’s Ministry of Foreign Affairs, and with the United Nations Development Programme, which hosts the secretariat.

Over 200 companies, ranging from multinationals to social enterprises, and working in 67 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.



1. Results Highlights

Growing our membership of responsible inclusive businesses



- BcTA now has **205-member companies**, with a total of 213 inclusive business commitments, contributing to the SDGs. In 2017, BcTA welcomed 25 new companies and 29 new commitments. Over half of all new members are from BcTA's focus countries: Kenya, the Philippines, and Colombia.
- BcTA has further strengthened its **Environmental, Social and Governance (ESG) risk assessment and monitoring**. In close collaboration with UNDP's Development Impact Group and in response to the Social and Environmental Compliance Unit's report on Bidco Africa, BcTA strengthened its ESG risk monitoring and assessment processes, particularly through revising our membership application and policy, introducing a BcTA [Code of Conduct](#) Code of Conduct and an online [Complaints Mechanism](#).

Delivering value to our member companies



- BcTA has provided **online and offline training** to companies, helping them advance on their inclusive business maturity journey and contribution to SDGs. In 2017 we've seen growing use of our online tools -[Inclusive Business Maturity Diagnostics](#) and [Uncharted Waters](#). In addition, 115 companies benefitted from in-person trainings in Bangladesh, Indonesia, Kenya, Colombia, Austria and Japan.
- In 2017, BcTA provided 19 companies with the opportunity to speak at 7 events to share their inclusive business experience. In addition, this year, 64 companies (including 43 members) were featured in BcTA publications and articles, highlighting their work and results to date.
- BcTA continues to spearhead its work on **impact measurement and management**. The implementation of our Impact Measurement Services (BIMS) was successfully completed in 2017. A total of 21-member companies were supported to effectively embed results measurement into their activities and visualize their SDGs contribution. BcTA will launch the online 'Impact Measurement Lab' in February to scale impact measurement support to members and beyond.

Promoting public-private dialogue on inclusive business and SDGs



- BcTA launched a series of three unique publications on Inclusive Business and SDGs in [Kenya](#), the [Philippines](#) and [Colombia](#) – highlighting opportunities for scale up of inclusive business in key sectors such as financial services; food and beverages, healthcare, infrastructure and skills building sector. The reports also provide a roadmap for governments and other stakeholders for a more conducive IB ecosystem.
- BcTA's active participation in the Multi-stakeholder Advisory Committee of the *GRI/UNGC SDG Reporting Action Platform* led to the inclusion of eight BcTA indicators on inclusive business in the publication [Analysis of Goals and Targets](#), an inventory of SDG disclosures at the level of 169 targets.

2. Progress Towards Objectives

2.1 Growing our Membership Base and Demonstrating the Power of Inclusive Business for the SDGs

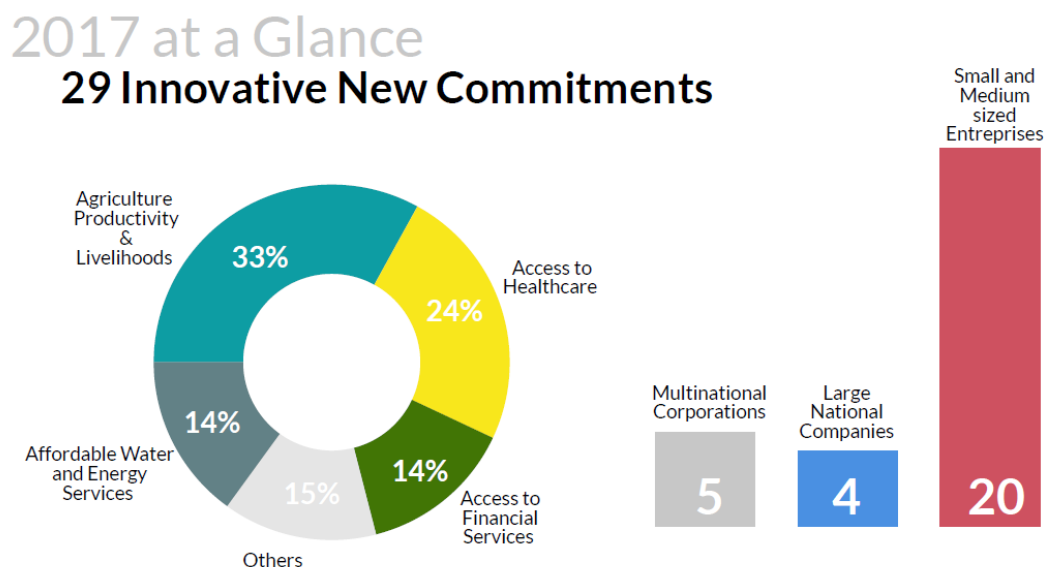
Key objectives for member outreach in 2017:




1. Increase BCtA membership base of companies with high quality, innovative, scalable inclusive business commitments
 2. Encourage existing members to make new commitments or scale existing models
 3. Continue to build a strong pipeline of potential member companies and encourage them to consider inclusive business models (via partners, events, workshops, meetings, outreach activities, etc.)
 4. Reach 100 companies through online and offline capacity building on the SDG/IB Maturity Tool and management practices
-

Our Membership

In 2017, **BCtA welcomed 25 new companies and 29 innovative commitments**. In addition to the 25 new members, four of BCtA's existing members are building on the success of their original commitments by making new commitments to scale their IB models to expand access to home loans, strengthen local sourcing, and enable access to information and financial services for the BoP.

BCtA members that joined in 2017 are working in 16 countries. One member, Mastercard, is carrying out its initiative globally. Nineteen members are SMEs and social enterprises, three are multinational companies and three are large national companies. A majority (76%) are both headquartered and implementing inclusive business initiatives in developing countries. In Phase II, BCtA registered robust growth in commitments from SMEs/social enterprises and large national companies: SMEs membership grew by 100 percent and LNCs by 112 percent. The highest growth in commitments occurred in the following areas of impact: women's empowerment, livelihoods opportunities and infrastructure.



<p>Business Model</p> 	<p>44%</p> <p>36%</p> <p>20%</p>	<p>Include <u>BoP</u> populations in their value chain (supply chain, distribution network or as employees).</p> <p>Offer essential products and services to the <u>BoP</u> populations.</p> <p>Implement both models.</p>
<p>Gender Lens</p> 	<p>FIVE</p> <p>THREE</p>	<p>Five of the 25 new companies are led by women</p> <p>Three of the new members are focused on women's empowerment:</p> <ul style="list-style-type: none"> • <u>Koton</u> (Turkey) engages disadvantaged women as embroiderers • <u>AFRI-pads</u> (Uganda) produces and distributes reusable, affordable sanitary pads • <u>Supracafe</u> (Colombia) sources from female coffee growers in rural post-conflict areas of the country
<p>Scale Trajectory</p> 	<p>4</p> <p>RECOMMITMENTS</p>	<p>Mahindra Rural Housing Finance from India, Japanese MUJI, Turkish Turk Telekom and Zambia's <u>Zoona</u> are scaling their inclusive business models, and have made new commitments to <u>BCTA</u>.</p>

New Members Spotlight

<p>SafeMotos, Rwanda</p>  <p>An award-winning enterprise from Kigali, providing safer, more convenient and cost effective transportation. SafeMotos is an online motorcycle taxi platform, connecting customers to safe rides. SafeMotos assigns drivers a safety score (with a minimum score of 90/100 to remain on the platform). As part of its BCTA commitment, the company aims to engage 1,200 drivers by 2019, increasing opportunities for female drivers and decreasing incidences of driver road accidents. SafeMotos drivers earn 15 percent more per ride than the market fare, receive safety training and are integrated in SafeMoto's digital payment system. It is the second BCTA Rwanda-based company and the first digital ride-sharing model in our member portfolio.</p>    	<p>Supracafe, Colombia</p>  <p>Supracafe markets high quality Arabica coffee across Europe, sourced from the company's own farm in Colombia. The company works directly with female coffee growers in rural post-conflict areas in Colombia, improving growing techniques, providing agricultural support, and facilitating access to finance, thus improving their livelihoods. As part of its BCTA commitment, Supracafe aims to integrate 200 more female coffee growers into its fair trade and organic coffee value chain and train an additional 400 women in sustainable agriculture techniques by 2022. Together with its farmers, Supracafe is working to develop climate resistant coffee varieties, improve bean selection and drying techniques, and encourage efficient use of coffee by-products.</p>    	<p>Union Bank, Nigeria</p>  <p>One of the country's long-standing financial institutions, offering a portfolio of banking services to 3.2 million individuals, SMEs and corporate clients. As part of its BCTA commitment, Union Bank will scale its successful UnionKorrect DaiDai savings product to reach 30,000 low-income households across 11 states in Northern Nigeria by 2020. DaiDai reduces entry barriers and monthly savings targets to match the financial behavior of communities in the North, scaling their integration in the country's financial system. The bank is partnering with telecom and fintech companies to increase access to its retail banking products among the under-served.</p>  
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By 2030, the combined new commitments of BCtA member companies in 2017 are expected to result in increased access to financial services for over 34 million people¹, improved access to energy for 5 million people, improved access to health care services outcomes for 3 million people and a 438 thousand-ton reduction in greenhouse gas emissions, along with many other positive outcomes. The total contribution to SDGs of all our 205 members by 2030 is outlined in the above graphic.

Our Pipeline

Of its total 205-member companies and 213 commitments, 144 BCtA initiatives (68%) are active commitments. Through targeted outreach and inclusive business thematic events, we have reached 350+ companies in 2017, introducing the concept of inclusive business, encouraging companies with inclusive business models to apply for membership; and inspiring those new to the concept of inclusive business to develop and implement them as part of their core business.

BCtA Member commitments to the SDGs

Expected Development Impact by 2030



Supporting IB growth and contribution to SDGs through online and offline training

BCtA provided training to companies, helping them progress on their inclusive business maturity journey: In 2017, 115 companies benefitted from in-person workshops on the Inclusive Business maturity journey and contribution to the SDGs. These workshops were held in Bangladesh, Indonesia, Kenya, Colombia, Austria and Japan. In addition, 546 users took BCtA's online Inclusive Business Maturity Diagnostics and 219 downloaded the Uncharted Waters report.

¹ Excluding MasterCard's commitment of providing access to financial services to 200 million people across the globe

Our 2017 experience validated past observations showing that training attendees and online users tend to fall in the early stages of maturity. Once taking the diagnostics test and identifying their maturity level, companies are interested in seeing what other levels mean and what the next steps for them are. In focus countries we observed that once companies attend the trainings, many ask for advisory services on taking the next steps to set up or grow an inclusive business. In Kenya, local consultancy firms have approached BCtA to use the tool. In Colombia, UNDP partners with companies through other programmes. For online users, some companies may take the diagnostic a few times to compare different levels and next steps, which makes it difficult to rely on the website statistics.

In Bangladesh, training was conducted in partnership with UNDP/UNV’s Innovation Hub for 20 companies, comprised of both BCtA members and the Hub’s local partners. Participants registered more mature levels of their inclusive business initiatives than they had initially expected, and placed value in understanding how to progress to the next level. The workshop on IB Maturity was complemented by an Impact Measurement and Management component that addressed the interests of more mature companies. Three BCtA member companies participated – MicroEnsure, DBL Group and Lal Teer Seed; two of the participating companies have submitted draft applications to join BCtA – Unilever Bangladesh and Olympic, the largest local biscuits manufacturer; and two companies are in the early pipeline as they continue to develop their IB models. As of January 2018, 20 percent of participating companies have submitted their social impact data to a dashboard that the Impact Hub team is building to demonstrate private sector contribution to the SDGs, which was one of the goals of the workshop. Both participants and the UNDP Bangladesh Country Director shared positive feedback on the training, and expressed keen interest in ongoing collaboration with BCtA.

2.2 Key Insights that Emerged from our Work in the Philippines, Kenya and Colombia

Key objectives for BCtA’s country level work in 2017:

1. Publish country-level publications in Kenya, the Philippines and Colombia
2. Encourage quality private sector commitments to achieve the SDGs through inclusive business (12 new commitments from focus countries)
3. Continued engagement on IB and SDGs through partners in focus countries; assess opportunities for further engagement, tailored service offerings and relevant policy inputs (3 country level engagements)
4. Carry out capacity building activities and deploy BCtA tools and services in focus countries, including SDG/IB Maturity Tool and Impact Measurement Tool (at least 2 capacity building activities; 40 companies reached)



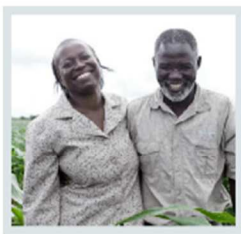
In 2017, BCtA country-level activities in Colombia, Kenya and the Philippines focused on continuing/building local partnerships; publishing the *New Horizons* series of reports on Inclusive Business and SDGs; growing our membership; offering support to member companies; as well as strengthening our visibility and voice in these countries. The following sub-sections offer further detail on our country-level work.

Kenya

In 2017, BCtA successfully engaged five new members from Kenya through its awareness raising and capacity building activities. These efforts bring BCtA's total number of members in Kenya to 47 (including both Kenya-based and international companies with operations in Kenya).

Kenya New Member 2017 Spotlight

ACRE Africa



Helping farmers strengthen their capacity to manage risk to better invest in their farms and improve livelihoods.

Kenya Highland Seed Co



Providing smallholder farmers with better access to high quality and hybrid seeds and training on good agricultural practices and technologies.

AFRIpads



Providing access to re-usable, locally manufactured, female hygiene products in Africa.

Solar Kiosk



Increasing access to renewable energy, quality consumer goods and sustainable energy products and services; creating new jobs at the BoP.

To develop and disseminate the New Horizons report, BCtA partnered with MVO and [Sustainable Inclusive Business Kenya](#) (SIB), a knowledge centre encouraging Kenyan businesses to embrace sustainable inclusive business and CSR practices. Going forward, BCtA will continue to leverage SIB's local presence and convening capacity to engage our members; as well as [Kenya Private Sector Alliance](#) (KEPSA), a private sector body supporting businesses to engage and influence public policy. KEPSA is a key partner in facilitating public-private dialogue and linkages between stakeholders on inclusive business.

[New Horizons: Accelerating Sustainable Development through Inclusive Business in Kenya](#) was launched by BCtA on 22 June 2017 in collaboration with UNDP Kenya, KEPSA and SIB. The report aims to encourage companies' engagement in inclusive business providing examples of successful and emerging approaches, and indicating how governments and other stakeholders can support their establishment and scaling up these models. *New Horizons* engaged over 50 companies through workshops, interviews and surveys to share their insights, experiences and views on the current IB ecosystem and relevant policies. The launch of the report gathered over 100 participants mainly from the private sector and government, as well as representatives from civil society and academia. Prior to publication, BCtA and SIB conducted four workshops in Nairobi to validate the findings for the *New Horizons* publication. The report was well received by companies and by the Kenyan Government – the Ministry of Devolution and Planning requested 150 copies for their office and to distribute at the UN High Level Political Forum on Sustainable Development in New York in July 2017.

The launch of the publication was followed by two workshops on inclusive business maturity and impact measurement, attended by over 30 companies. The former focused on how companies can advance on the inclusive business maturity curve to tap into new markets and contribute to the SDGs; the latter provided examples and guidance on how companies can better measure their inclusive business impact.

Colombia

Colombia was selected as a BCtA focus country in 2016. Since then, considerable progress has been made in increasing the number of member companies in Colombia using inclusive business models, improving adoption of responsible IB practices, and facilitating public-private dialogue on IB and the SDGs. In 2017, BCtA welcomed four new members with initiatives in Colombia – Bive, Postobon, Corpocampo and Supracafe – bringing the total number of active BCtA members in Colombia to 12 in the health, financial, foods and beverage and housing sectors.

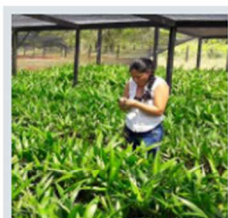
Colombia New Member 2017 Spotlight

Bive



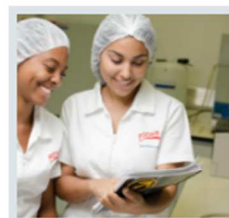
Helping low-income people access high-quality, private healthcare services by connecting them to its network of specialists, who provide preferential times and prices – enabling timely diagnosis to prevent complications.

CorpoCampo



A family-owned food company, integrating 600 new families into its açaí palm value chain by 2020, provides smallholder suppliers and local plant employees from Afro-Colombian and indigenous communities with sustainable livelihoods.

Postobón



Colombia's leading beverage producer is providing stable livelihoods for 3,000 smallholder farmers through its integrated supply chain by 2020.

BCtA and UNDP Colombia provided support to Colombia's National Planning Department (DNP), which leads the country's SDG High-Level Inter-Institutional Commission, to produce a Colombian Voluntary National Review (VNR) for the 2018 UN High Level Political Forum on Sustainable Development (HLPF). The review aims to measure the inputs of the private sector vis-à-vis their contribution to the SDGs in Colombia. Other key stakeholders have also been engaged in this process, including GRI, UNGC and Camara de Comercio.

On 27 April 2017, BCtA and UNDP Colombia organised an event, **Implementing Inclusive Business Models to Accelerate the SDGs**. Over 117 representatives from the government, donors, the private sector and business associations participated, identifying concrete opportunities to expand inclusive business and encourage private sector contribution to the SDGs. Following this event, 16 companies expressed interest in joining BCtA; five were found eligible to apply and are currently under review.

During the reporting period, the BCtA team in Colombia organized nine workshops and one webinar, reaching over 160 companies, including members and pipeline companies, along with other IB stakeholders (see [Annex 2](#) for more information). Several of these were organized in partnership with local stakeholders or as side events to relevant convenings. For instance, at the **7th National RSE Congress** hosted by Fenalco Solidario, an organization working to promote socially responsible actions by the private sector, UNDP was invited to discuss the role of the private sector in localising the SDGs and BCtA delivered a workshop to over 50 companies and corporate foundations on the SDGs and BCtA's maturity model. BCtA also collaborated with the UNGC local network, conducting a joint workshop with 10 companies on the inclusive business maturity journey.

BCtA partnered with the [World Business Council for Sustainable Development's](#) (WBCSD) Colombian Chapter, [CECODES](#) (El Consejo Empresarial Colombiano para el Desarrollo Sostenible), to produce the [New Horizons: Accelerating Sustainable Development through Inclusive Business in Colombia](#) report. The publication was launched at a high-level event, bringing together 60 participants from the private sector, donors, government and UN agency representatives. Representatives from USAID, Sida and the UNDP Colombia Country Director provided remarks

during the event. The report’s findings were drawn from a series of workshops and interviews carried out with 54 companies with operations in Colombia across different sectors and sizes, and other relevant stakeholders from business associations, academia and civil society. The report outlines the links between inclusive business and the development and peace agendas, and discusses Colombia’s private sector contribution to the SDGs. It provides insights into the ecosystem of IB in the country, the level of awareness about IB among companies, as well as the IB policy environment, including examples and case studies linking the models and its contribution towards the SDGs. It introduces IB opportunities in the four most prosperous sectors in Colombia: food and agribusiness, infrastructure, health and financial services.

The Philippines

In 2017, BCtA welcomed four new member companies from the Philippines, bringing the total number of Philippines-based members to 13.

The Philippines New Member 2017 Spotlight

Glovax



Helping low-income people access high-quality, private healthcare services by connecting them to its network of specialists, who provide preferential times and prices – enabling timely diagnosis to prevent complications.

Messy Bessy



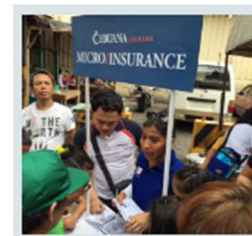
Messy Bessy empowers young adults from at-risk backgrounds to become self-reliant, productive members of society through education and employment opportunities.

Coffee for Peace



Coffee for Peace provides marginalized populations, including indigenous people, with better economic opportunities by empowering and training them to plant high quality coffee and linking them to the market.

Cebuana Lhuillier



Cebuana Lhuillier (CLIS) offers affordable, accessible and innovative insurance products and services to under-served Filipinos.

The Philippine Business for Social Progress (PBSP), the largest corporate-led organization in the Philippines promoting inclusive business, has been BCtA’s long-standing partner in our work in the country together with the Philippines Department of Trade and Industry Board of Investments (BOI). The collaboration between PBSP and BOI has secured strategic progress demonstrated by IB-specific policies being adopted on the national level.

In 2017, BCtA worked closely with the UNDP Philippines Country Office to promote inclusive business, designing a private sector engagement strategy and launching a reporting platform - [SDGs is Our Biz](#), where companies can report on their contribution to the SDGs. BCtA’s catalytic funding helped raise additional support from the UNDP Asia-Pacific Innovation Fund towards the platform, which is also jointly managed by UNDP local partner Philippines Business for the Environment. In 2017, 75 companies and 139 initiatives were part of the platform pilot; 56 companies submitted reports. The platform will serve as the strategic engagement point for BCtA going forward.

BCtA launched [New Horizons: How Inclusive Business is Helping Achieve the SDGs in the Philippines](#) on 4 August 2017 with the Philippine Business for Social Progress (PBSP) and UNDP Philippines to an audience of 50 representatives from private sector and development institutions. The report examines how businesses in the Philippines can be more inclusive by providing employment, goods, services and livelihoods in a commercially viable manner to people living at the BoP. Basing its findings on input from 53 companies and over 100 stakeholders who participated in

workshops led by PBSP, the report finds that many inclusive business models are already operating in the Philippines, but more support is needed to expand those existing IBs and encourage the growth of new ones.

The launch was followed by a workshop on Impact Measurement and Reporting for companies already engaged in inclusive business looking to better measure their impacts within the framework of the SDGs. The workshop introduced BCtA’s Impact Measurement Approach, and was attended by 20 private sector and development representatives. The workshop generated significant interest from the participants on the Lab and ensuing advisory services. The next phase of the *SDGs is Our Biz* platform will include advisory services for companies on aligning their business models and/or activities with the SDGs and reporting against the SDGs. The vision is to engage interested companies through the BCtA Online Impact Lab first to prepare them for the *SDGs is Our Biz* engagement.

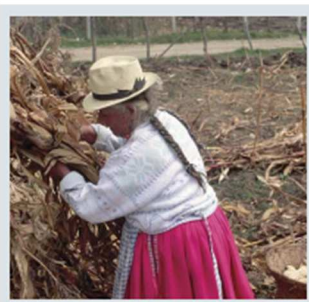
2.3 Supporting BCtA Companies to Measure Social Impact

Key objectives for impact measurement and reporting in 2017:

1. 21 companies receiving BCtA services in impact measurement and using mobile technology provided by BCtA to collect data
2. Over 50 percent of BCtA members provide reporting results from inclusive business initiatives
3. Build capacity of companies via online and offline training on impact measurement

BCtA successfully completed its provision of BCtA Impact Measurement Services (BIMS) to the selected companies in 2017, helping them conduct ongoing measurement of their social impact and operational performance for up to two years. Through BIMS, BCtA provided technical expertise and technology tools to 21 BCtA members to design and implement survey-based data collection from the field through employees, customers and other stakeholders. Through BIMS, companies can collect and analyse critical market information, which helps improve product/service development, assess new business opportunities and strengthen communications about their social contributions to stakeholders. At the same time, BCtA gains access to social impact data collected by BCtA members, which offers an opportunity to share results and create evidence on the contributions of inclusive business to the SDGs.

01 Pronaca



Biz Model

Pronaca is one of Ecuador’s largest meat producers and the country’s leading buyer of hard yellow corn, which it uses to feed livestock. In 2006, Pronaca began the Smallholder Supplier Integration Programme, an inclusive business initiative that sources around 50 percent of all Pronaca’s corn feed from local smallholder farmers through a contract farming model. The programme provides farmers with financial assistance to purchase inputs, technical assistance to improve yields and a guaranteed purchase of 100 percent of every harvest.

BIMS Objectives

The company aims to build a reliable and inclusive corn supply chain that fuels livestock production while sustainably improving the livelihoods of low-income smallholder farmers and reducing the dependency on imports. Pronaca engaged BIMS in piloting regular mobile data collection as part of its farmer outreach and establish a new baseline for tracking its impact over time.

BIMS Results

Pronaca is using the data from BIMS to improve its inclusive business initiative with a more in-depth understanding of farmers’ needs, and find out how its impact can be expanded to all participants. This includes assessing new community programmes targeting education, infrastructure improvements, financial literacy, income diversification, family planning and entrepreneurship – each of which addresses specific areas of concern identified through the pilot survey.

02 PT East-West Seed Indonesia



Biz Model

PT East-West Seed Indonesia (EWINDO), is a joint venture company between East West Seed and Enza Zaden that produces and markets vegetable seeds to smallholder farmers in Indonesia. It also provides extension and training services to farmers to help them increase their yields and income. With a focus on research and innovation in hybrid seed technology, EWINDO breeds crop varieties that are suited for tropical environment and meet farmers' needs.

BIMS Objectives

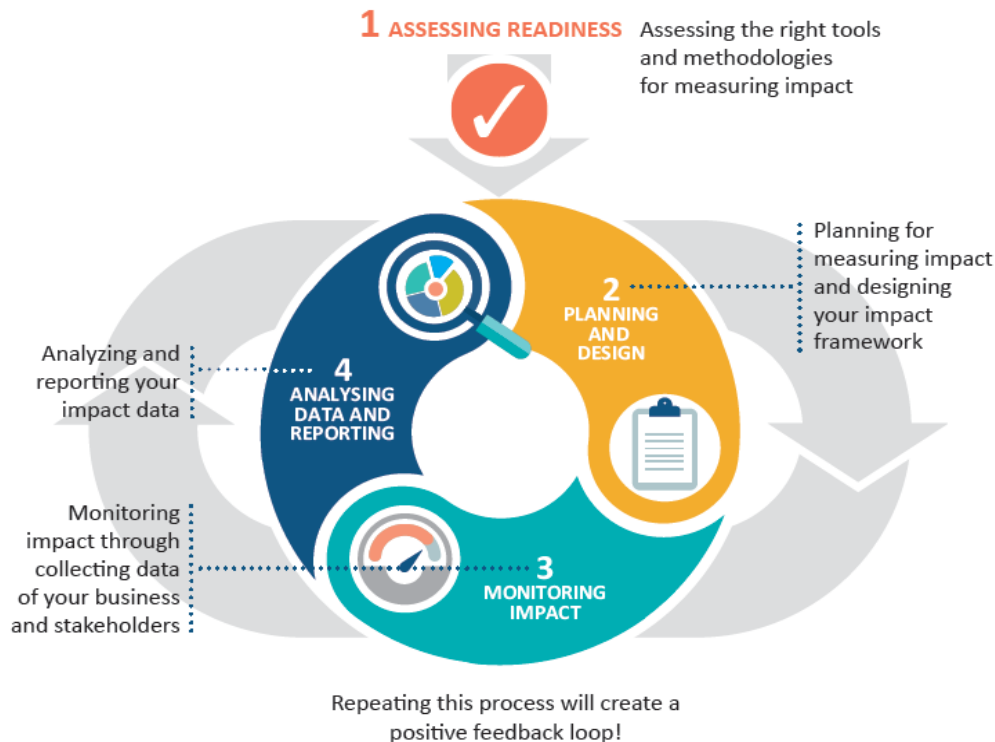
To guide decision-making by its regional managers, better understand their customers' needs and behaviors, and assess issues related to EWINDO products and services faced by the farmers, EWINDO engaged BCtA's Impact Measurement Services (BIMS). EWINDO also intends to use the social impact data to better price their products and efficiently allocate field staff regionally.

BIMS Results

EWINDO is now using the impact data collected through BIMS to: i) identify and remedy issues with its seeds, ii) further develop the use of mobile technology for training and information dissemination; and iii) assist farmers to get better prices for their vegetables by sharing market prices with them directly.

BCtA is soon launching its online 'Impact Measurement Lab' to expand its support to inclusive businesses. The Lab, which will be accessible to both member and non-member companies, is designed to guide companies throughout the impact measurement process (see below).

BIMS approach to measuring impact



Through this Lab, BCtA will be able to help more businesses to identify the right tools for collecting and analysing data on their social and environmental performance to inform their business decisions. The Lab will be a mix of automated, self-driven modules, and active service-based engagement with customized feedback and reinforcement provided by BCtA. The launch of the Lab is currently planned for end of February 2018.

BCtA has established a working group to support the development of the Impact Measurement Lab. The working group consists of impact investors, inclusive businesses, impact measurement practitioners, internal UNDP experts, and academic experts from the following organizations:



BCtA collects annual results data on the active inclusive business commitments of companies who have been BCtA members for more than 9 months. In 2017, BCtA collected reporting data from members based on their fiscal year 2016 results.² Of 94 initiatives with active commitments that were asked to report, 59 (63%) submitted progress reports.

43 initiatives reported on their status of progress. 5 reported that their initiatives were flourishing, 19 were on track, 18 were progressing slowly and one decided to cancel. Furthermore, 36 reported on their commercial sustainability – of which 18 respondents have already reached break-even point.

Initiatives that report being on track or flourishing mention engaging stakeholders; integrating IB practices into current systems; developing IB relevant skills in team; targeted R&D for BoP market; and monitoring performance and measuring impact as contributing factors. Those companies that are progressing slowly on their initiatives highlight challenges around last mile distribution, marketing and sales; balancing quality and affordability of products/services; and high level of dependency on partners.

² BCtA requested members who joined before 30th April 2016 to report on their fiscal years 2016 results.

3. Programme Management

3.1 Knowledge Management and Communication

Key objectives for Knowledge Management and Communication in 2017:

1. Design and implement BCtA Communications Strategy
 2. Finalize redesign of BCtA website and manage all website content to increase website visitor numbers and page views; update social media accounts daily and increase total audience
 3. Advance BCtA knowledge management systems to efficiently manage the information produced by BCtA, its members, partners and relevant stakeholders, and ensure the strategic use of this information to catalyse learning and evidence
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In 2017, BCtA developed a new communications strategy aligned with the completion of Phase II and the duration of Phase III of programming. The strategy prioritises: 1) raising awareness of BCtA as a leading multi-stakeholder advocacy platform for inclusive business practices globally; 2) positioning BCtA as a thought leader on inclusive business, and as a trusted provider of technical guidance to companies wanting to introduce inclusive business models and monitor impact, 3) providing a platform for the voices of the individuals and communities that inclusive business stands to benefit, and 4) serving as a visibility platform for member companies who are successfully using inclusive business models.

Our Thought Leadership

BCtA published 19 blogs by both BCtA team members and member companies in 2017. Many of these blogs were also featured on external websites, including one on UNDP's Istanbul Regional Hub website, and five on the UNDP global website. In addition, BCtA contributed three blogs to the [Practitioner Hub for Inclusive Business' Affordable Housing Feature](#) in August 2017. This August theme, in its entirety, received around 1,200 views.

Our thought leadership is instrumental in promoting inclusive business models, highlighting relevant issues in the field; providing visibility to our members and their positive impact on the BoP; as well as raising awareness on the contribution of the Private Sector to the SDGs. This year's blogs have helped us to maintain our position as experts in inclusive business and connect others engaged in inclusive and sustainable development. The full list of our blogs is available in [Annex 1](#). The five blogs below are a sample of our most read blogs:

- 1) [Is your company ready to engage with the SDGs?](#) by Sahba Sobhani, Private Sector Programme Advisor, UNDP and Robert de Jongh, Specialist Leader, Social Finance, Deloitte Consulting, published on Guardian Sustainable Business and published on Our Perspectives section UNDP global website (Apr 2017).
- 2) [More than philanthropy: SDGs are a \\$12 trillion opportunity for the private sector](#), by Nazila Vali, BCtA Knowledge & Partnerships Lead, published on Our Perspectives section UNDP global website (Aug 2017).
- 3) [Affordable housing presents untapped opportunity for inclusive business](#), by Paula Pelaez, BCtA Programme Manager, featured in the Practitioner Hub for Inclusive Business' [Affordable Housing Theme](#) (Aug 2017).



- 4) [De-risking mechanisms can increase private capital to achieve the SDGs](#), by Marcos Athias Neto, Director, UNDP Istanbul International Centre for Private Sector in Development and Alexandra Soezer, UNDP Climate Change Technical Advisor, published on BCTA website (Oct 2017).
- 5) [How Host Country Business Can Benefit by Engaging Migrants/Refugees as Consumers and Employees](#), by Zain Kazmi, BCTA Programme Analyst published on Business Fights Poverty and BCTA website (Dec 2017).

Our Media Presence

In 2017, a total of 89 media products (39 press releases, 19 blogs, 15 newsletter stories, seven Guardian Microsite stories, one video, and eight articles) were produced. The 39 press releases announcing new memberships, events and report launches were published through the website and the 3BL media distribution service. The 3BL media distribution service contract concluded on 30 April 2017, and a new one began in October 2017 which allowed us to reach a bigger audience for our insights and members' efforts for the SDGs. The Guardian Sustainable Business (GSB) microsite contract also ended on 30 April, and the GSB unit went through internal changes. A new two-year partnership will be launched in February 2018.

Since January 2017, BCTA has received 113 media mentions. Sample coverage includes:

- 2 Aug 2017: [Study cites need to raise financing and awareness on IB models](#), Business Mirror
- 6 Aug 2017: [Özlem Doğaner: Kitaplara Ses verin, Engelli gençlere bir faydanız olsun](#), F5 Haber [*Özlem Doğaner: Give a voice to the books, you benefit from the disabled youth*]
- 22 Aug 2017: [Companies, Investors Report on SDG Contributions](#), IISD SDG Knowledge Hub
- 3 Sept 2017: [For some PH firms, it is possible to do well and do good](#), Philippine Daily Inquirer
- Sept 2017: BCTA was featured in the quarterly "[Swiss Magazine](#)" of the Colombian-Swiss Chamber of Commerce
- 17 Nov 2017: [10 Noted Neonatal And Maternal Healthcare Social Enterprises In India](#), Impactpreneurs
- 20 Nov 2017: [Inclusive businesses' impact widest in agribusiness](#), PR Newswire
- 15 Dec 2017: [Insurance Works! Acre Africa Providing Safety Nets To Small-Scale Farmers In Kenya](#), Just Means

Our Digital Footprint



In 2017, BCTA finalized the upgrade of its new website, adding features such as a member only linkages section and reporting platform, as well as a new online application function. In 2017, 32,802 users visited BCTA's website, with 103,315 page views (approx. 8,609/month); 45.5 percent of which were new visitors. This is less than the average 9,288 monthly page views in 2016, which can be attributed to the website redesign which has been ongoing from mid-2016-mid 2017. Numbers have been growing on a monthly average, from 6,977 in February to 11,171 in August.

BCTA updated its newsletter template and published [three quarterly newsletters](#) in May, August and November 2017, reaching almost 3,000 subscribers. The newsletter is an important method of sharing information about member company achievements, BCTA news and activities, and maintaining visibility as a leading inclusive business platform among a range of stakeholders. In 2017, 15 stories on BCTA members and inclusive business issues were produced for the newsletters, plus shorter news briefs, event notices and new member spotlights. The improved viewer readability and presentation is showing results, as we are seeing significant improvements in the readership of our Newsletter compared to previous years. For instance, the May issue was sent to 2974 subscribers of which over 45% opened the newsletter. Of those, 21% clicked through to read the full stories.

Also contributing to visibility and helping to position BCtA as a thought leader in the inclusive business space, social media activity in 2017 highlights include:



Twitter: 296 tweets were published on BCtA's Twitter account @BCtAInitiative, with 273,300 total impressions. These were retweeted 797 times and liked 906 times. BCtA was mentioned 680 times in others' tweets. Twitter followers grew from 3,002 on 1 January to 3,699 on 31 December.



Facebook: the number of followers grew from 1,532 on 1 January to 1,727 on 31 December, bringing total social media followers to 5,426. Tweets are synched with the Facebook account so 296 posts were also made to Facebook in this time.

Our participation at key events and forums

BCtA actively participated in key events and global forums, sharing knowledge and discussing emerging challenges and opportunities around inclusive business with a wide audience including governments, companies, civil society and academia. Convening and participating in such events provides further visibility to BCtA members. It helps them connect with decision-makers, policy-framers, businesses, investors and others, leading to opportunities for growth.



Highlights of events BCtA participated in in 2017 include:

1. BCtA moderated and was a panel speaker for two sessions discussing the role of Private Sector in development at the [10th World Convergences Forum](#) on 5 **September**. The event brought together over 450 participants from CSOs, the private sector, academia and government.
2. BCtA's annual event in NY during the 72nd session of the UN General Assembly was co-organized with UNDP on 20 **September**. The high-level [Business Solutions for the Sustainable Development Goals](#) event was chaired by UNDP Administrator Achim Steiner and UN Global Compact CEO and Executive Director Lise Kingo, and welcomed a panel of business leaders from IKEA, Nutriset, Microsoft, Telenor, AACE Foods, and Willis Towers. It stimulated dialogue on how private sector and development actors can more systematically collaborate to achieve the SDGs while ensuring business profit, scale and sustainability.
3. BCtA was invited to co-host a session on Making SDGs Your Business during [the CSR Asia Summit 2017: Future Proofing Sustainable Business](#) Bangkok, 26-27 **September**. The CSR Asia Summit welcomed 500+ delegates, including 150 companies, from 30 countries in Asia Pacific and around the world to discuss pressing economic, social and environmental challenges and sustainable solutions for successful adaptation and organizational survival.

4. Over 230 different industry representatives from 50 countries joined their strengths for the [2017 Social Good Summit held in Geneva](#) on 13 **October**, organized in partnership with BCtA, Impact Hub, the UBS Optimus Foundation, the Technical Centre for Agricultural and Rural Cooperation, SwissRe and the Republic and Canton of Geneva. High-level decision-makers, entrepreneurs, investors, governments, large companies and international organisations made their second rendezvous in Geneva to discuss the best way to foster collaboration for achieving the SDGs. BCtA hosted the plenary session on Impact Measurement.
5. BCtA moderated a session on Food and Agriculture during the [MENA Regional Conference on "The Role of the Private Sector in Achieving the SDGs"](#) in Cairo on 4-5 **December**. The event, co-organized by the American Chamber of Commerce in Egypt, the Business and Sustainable Development Commission (BSDC) and UNDP, highlighted new paths for local and regional partnerships between the Private Sector, Governments, and International Organizations, and identify business opportunities in support of the SDGs in the Middle East and North Africa Region. A [blog](#) was published following the event.

3.2 Social and Environmental Compliance

In 2016, the [Social and Environmental Compliance Unit](#) (SECU) within the UNDP Office of Audit and Investigations (OAI) registered a complaint from the Bugala Farmers Association (BFA) of Uganda relating to a project by a BCtA member company, Bidco Africa (Bidco). The complaint asserted that BCtA's admission of Bidco, a Kenya-based multinational consumer goods company, onto the BCtA platform violated UNDP's Social and Environmental Standards (SES). The grievances expressed against Bidco largely relate to Bidco's involvement in a palm oil farm in Kalangala, Uganda, while Bidco's commitment to BCtA relates only to activities in Kenya.

The Final Compliance Review report was published in February 2017 (available [here](#)). The report contained several recommendations to help ensure compliance with UNDP's policies, particularly with regards to strengthening risk assessment procedures and mechanisms of stakeholder and community engagement as well as revising BCtA membership policy. The BCtA Secretariat kept the Donor Steering Committee informed about all the developments of the case throughout the process. As of 31 August 2017, BCtA has completed all recommended actions and, consequently, strengthened its ESG risk monitoring and assessment processes as well as member and stakeholder engagement. Specifically:

1. **BCtA's Membership application** has been revised to ensure a company's environmental, social and governance performance as it relates to the IB commitment as well as understand the company's stakeholder engagement approach, including with targeted BoP communities.
2. **A BCtA Code of Conduct** has been introduced. When applying, companies are asked to agree with adherence to the [BCtA Code of Conduct](#) which includes provisions for human and labour rights, environmental impact and governance issues.
3. **BCtA's Membership Policy** has been revised to more clearly define the terms, benefits and tenure of BCtA membership. Under the updated policy, members are categorized as either *active*, *inactive* or *alumni* to provide greater transparency on the status of commitments. The policy and status update has been communicated to all BCtA member companies who have responded positively to the update. Five companies with inactive and alumni commitments have initiated the re-engagement process. MUJI had a quick turnaround, scaling its original commitment to improve livelihoods for local producers in Africa and Asia by 2020.
4. **Performance monitoring** procedures have been strengthened as they relate to labour, community, environmental, governance, product and management practices through a media monitoring and analysis service provided by external public relations software provider Muck Rack.

5. **A Complaints Mechanism** for receiving and addressing stakeholders' concerns and complaints regarding potential misconduct or misrepresentation of the commitments made by companies to BCtA has been introduced and is available on the [BCtA website](#). The mechanism's scope focuses on concerns involving member companies' inclusive business commitments. To date, no complaints have been received through this mechanism.

3.3 Partnerships

In 2017, we featured our member linkages service online: Through our linkages service, which is now available on our website's members-only interface, our members are able reach out to other like-minded BCtA member companies to share experiences and learn from each other. This new feature is building on a service we have successfully been offering, which will enable members to be connected more easily as part of the BCtA community of practice. In 2017, 12 linkages were made, including among members, members to UNDP, and members to an impact investor. One of the most recent examples of BCtA-facilitated investment partnerships is between PG Impact Investments, a Swiss private investment fund that seeks investment solutions that offer financial returns while also helping to address pressing social or environmental challenges, and five BCtA social enterprises: Direct Fresh (Bangladesh), Biomass (Sri Lanka), Glovax (Philippines), Pamoja Cleantech (Uganda) and ilumexico (Mexico).

In 2017 we had the opportunity to engage with many of our donors' local offices and/or Embassies, as well as with national governments in support of inclusive business. For instance, at BCtA Philippines publication launch event in August, the Embassy of the Netherlands' Deputy Head of Mission Jaco Beerends and his team participated, and Mr Beerends delivered opening remarks. BCtA in Colombia engaged with Holland's House, helping BCtA reach out to new companies to grow our portfolio. The 'Implementing Inclusive Business Models to Accelerate SDGs' event in April 2017 in Colombia was opened by Catalina Hoyos from the Swedish International Development Agency (Sida) and Felipe Castro, Director of Monitoring and Evaluation of Public Policies and the National Planning Department (DNP). On 30 November 2017, Elizabeth Mendenhall, Program Office Director, USAID Colombia, opened our event for the launch of the report *New Horizons: Accelerating Sustainable Development through Inclusive Business Colombia*, to an audience of private sector actors, donors, government and UN agency representatives. Annika Otterstedt Head of Development Cooperation at the Embassy of Sweden closed this event, highlighting how cooperation and an increased exchange of knowledge can make Colombia a notable example in the implementation of the 2030 Agenda and the SDGs. At our annual event in NY, [Business Solutions for the Sustainable Development Goals event](#), Ambassador Michael Gerber, Swiss Special Envoy for Global Sustainable Development, provided remarks from the floor.

Please refer to [Section 2.3](#) for partnerships at local level in focus countries.

4. Logframes

This section presents two different logframes, one for Phase II and one for Phase III, as these overlapped in 2017 and some activities were ongoing to ensure a smooth transition. Notes have been included to avoid double counting and explicitly mention where targets are mentioned in more than one indicator.

Phase II Logframe

Reporting on the 12-month period from January to December 2017 against our targets for the year:

Outcome Indicators	Baseline (EOY 2016)	Targets Carried Over from 2016	December 2017	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 the poor	186 commitments	0	213	This is a cumulative number to date, and is ongoing outreach work which builds on existing interactions with pipeline companies.
Number of new members who are making an IB commitment for the first time	182 new companies	0	205	This number is cumulative to date. In November 2017 two companies, Tone and Nokia, were removed from the list. Tone dissolved in three entities that were acquired by larger companies and Nokia was acquired by Microsoft and HMD Global. Both companies were still reported in the semi-annual report, which explains the discrepancy.
Increase awareness of Inclusive Business through advocating to private sector globally	Yes	0	Yes	BCtA's partnerships and active participation in multiple events are contributing to this outcome; for instance, the Multi-Stakeholder Advisory Committee of the GRI/UNGC SDG Reporting Action Platform, the Planning for Impact event (by ICEP and the Austrian Development Agency); the 10th World Convergences Forum; the Cement Sustainability Initiative from the WBSCD and CSR Asia (more details in the narrative report).
OUTCOME B: Increased scale and effectiveness of existing inclusive business initiatives				
Number of commitments by members (by total, existing, and new)	186 commitments	0	213	This number is cumulative.
Number of follow-on commitments	4	0	4	This number represents scale-up commitments from Zoono, Mahindra, MUJI and Turk Telekom (reflected in Phase III Logframe as well) made in 2017.

Number of commitments that report growth (e.g., made new investments, moved to new geographies, or added products/services)	91% (EOY 2015)	At least 50%	98% (EOY 2016) of reporting respondents	58/59 respondent companies (those that in 2017 submitted their reports of results in 2016) reported that their initiatives have grown during the past year. 2017 result is forthcoming in the annual member reporting to be carried out in 2018 Q1.
Number of commitments reporting increases in profitability	N/A	N/A	N/A	In 2017, BCtA has finalized the new results reporting template which includes the indicator of 'revenue generated'. The Secretariat will aim to track these indicators with companies for 2017 results reporting to be carried out in 2018 Q1.
Number of companies that report using BCtA's mobile-based impact measurement tool to refine their initiative	21	21	21	21-member companies are measuring and collecting their impact-related data under BIMS.
Index of IB effectiveness <i>(via survey, methodology to be developed. Questions could include whether initiatives are sustainable, successful in meeting company corporate goals, and successful in meeting development impact)</i>	Survey was sent to Members as part of 2015 results reporting	To be tracked going forward	42/43 respondents are progressing; 36/41 are intended to be commercially sustainable; 18/36 have reached the break-even.	Survey was sent to members early 2017 as part of the results reporting process, three supplementary questions related to the inclusive business effectiveness have been integrated into BCtA's results reporting portal.
OUTCOME C: Improved adoption of inclusive business practices among the development community and local governments				
Number of BCtA partnerships with development community	8	0	-	The target was achieved and exceeded in 2016, however, BCtA has continued building its partnerships with Business Fights Poverty, B4D, GRI, Practitioner Hub for IB, UNGC local networks and WBCSD
Number of Institutional Affiliates	To be tracked going forward	To be tracked going forward	-	-
Inclusion of IB in post-MDG agenda (Y/N)	Yes	0	-	Achieved in 2016 in relation to the work with G20 Inclusive Business Framework and UNDP SDGs Cluster.
Number of country-level partnerships launched due to BCtA country-level efforts	2	0	3	Country-level partnerships in Kenya with SIB, and in the Philippines with PBSP continued in 2017. Country level partnership in Colombia with WBCSD started in 2017.
Increase awareness of IB with development community and local governments	Yes	0	Yes	Work with G20 Inclusive Business Framework; and country-level work engaging national governments in Kenya, Colombia and Philippines.

Output level

Outcome Indicators	Baseline (EOY 2016)	Targets Carried Over from 2016	December 2017	Notes
OUTPUT 1: Increased number of companies with inclusive business commitments				
1.1 Number of members	182	0	205	This number is cumulative.
1.2 Number of countries with BCtA member initiatives	66	0	67	-
1.3 Number of countries home to BCtA member headquarters	42	0	46	-
1.4 Number of high potential prospective member companies that BCtA has encouraged to consider IB annually	365	0	471	This number is cumulative.
1.5 Number of IB workshops	5	0	3	Target already achieved in 2016. From Jan-June 2017 we conducted IB workshops in Indonesia, Austria, Colombia. Workshops in second half of the year reflected in Phase III logframe below.
1.6 Number of Outreach Events:	17	0	3	BCtA UNGA even: "Business Solutions for SDGs"; SGS Geneva, and our national New Horizons report launches in Kenya, the Philippines and Colombia (these are also reflected in output 4.5)
Participation-only Events BCtA Co-Branded Events				
1.7 Number of enquiries about membership from non-members	70	0	70	The total number of inquiries via BCtA Secretariat email in 2017.
OUTPUT 2: Increased linkages between inclusive businesses, funders, and other resources				
2.1 Percent of BCtA member companies consulted	27%	0	25% of members	2016 annual member survey was completed in Q1 2017. 2017 annual member survey will be completed in Q1 2018.
2.2 Percent of BCtA members benefiting from referrals made (based on member needs/requests)	6%	0	14%	Percentage reflects the companies that benefited from linkages and referrals. The linkages option has been finalized and available on our website's members only interface. It will allow us to track our members requests and introduction with other companies.

2.3 Number of linkages leading to: - Business to business partnerships - Joint donor and business programs - Financing for members - Technical assistance for businesses	10 members referred for partnership with another party as a result of BCtA referral	0	12	The target was achieved and exceeded in 2016. In 2017, 12 more linkages were made, including among BCtA members, BCtA members to UNDP, and BCtA members to an impact investor.
2.4 Ratings of value of BCtA services to companies (based on member survey and interviews)	Completed	To be tracked going forward	40 responses	40 responses received from 2016 Annual Member Survey, indicating ratings for different BCtA activities. 2017 annual member survey will be completed in Q1 2018.
OUTPUT 3: Improved tools and methods for measurement of inclusive business impact				
3.1 Number of companies receiving BCtA services in impact measurement assistance	21	21	21	21 companies signed the Terms of Agreement have completed their field trainings and first round of data collection.
3.2 Assessment of how much companies value impact measurement tools (based on member survey)	Completed	To be tracked going forward	-	From 2016 Annual Member Survey, 34 out of 42 respondents were interested in tools and guidance on performance monitoring and impact measurement. 3 BIMS participating companies responded to the survey question and all of them thought impact measurement was useful. 2017 Annual Member Survey will be completed in Q1 2018.
3.3 Mentions of a company's IB initiative in annual or CSR reports	To be tracked going forward	-	4	Four BCtA members mentioned their IB initiatives and BCtA membership in their annual reports published in 2017 (covering 2016), including Bata, Mahindra, Shiseido, and L'Occitane.
3.4 Percentage of members reporting results from IB initiatives	67%	50+%	63%	2016 results reporting data was collected in 2017, achieving 63% reporting rate. 2017 results reporting is forthcoming in 2018 Q1.
3.5 Roll out of new mobile-based impact measurement tool	Yes	Yes	Yes	21 companies have completed BIMS implementation.

3.6 Creation of new impact measurement framework	Yes	Yes	Yes	New member results reporting template and process was finalized in 2017, and will be tested for 2017 results reporting to be carried out in 2018 Q1.
3.7 Number of companies reporting improved impact	To be tracked going forward	To be tracked going forward	For members who responded to 2016 results reporting, 18 out of 43 initiatives are progressing slowly; 19/43 are on track; 5/43 are flourishing.	2017 results reporting to be carried out in 2018 Q1.
OUTPUT 4: Creation and dissemination of more robust evidence on inclusive business				
4.1 Number of knowledge products (case studies, sector reports, flagship reports) published	21 case studies; 4 reports	10	18 case studies, 3 SDGs report (Kenya, the Philippines and Colombia)	18 BIMS case studies were drafted, out of which 17 were published. Remaining BIMS case studies to be published early 2018. (4 BIMS case studies had been published in 2016)
4.2 Number of webinars and knowledge / sectoral events	5 webinars and 3 online discussions, 5 sectoral events	0	2 webinars and one sectoral event	Two webinars: on Agribusiness in ASEAN – Making the Case for Smallholder Inclusion with CSR Asia and on BCtA and IB models for the SDGs. BCtA invited by UNDP Honduras and the CRS National Association (FUNDARSE) and one event on cement with the Cement Sustainable Initiative from the WBCSD.
4.3 New Content Pieces Generated by BCtA (articles, blogs, videos)	60+	60+	33	From Jan-June 2017 only: Press releases: 17; Blogs: 3; Guardian: 7; Newsletter: 5; video story: 1 (June to Dec reflected in Phase III)
4.5 Number of Flagship BCtA events: NY UNGA Annual and other UN Event Donor Joint Events	1 CSW + UN General Assembly event	0	5	BCtA UNGA event: “Business Solutions for SDGs”; SGS Geneva; and our 3 national New Horizons report launches in Kenya, the Philippines and Colombia
4.6 Number of attendees at BCtA events	2,000+ total attendees at BCtA events in 2016	0	500+	Kenya launch: 109, Philippines: 50, Colombia: 61, SGS 230+, SDGS UNGA 60

4.7 Number of media mentions and publications featuring BCtA	100+	0	113 Media mentions, 4 CSR Report and 2 publications	
4.8 Webpage views	9,288 webpage views per month on average	0	8,609 a month	Monthly average Jan-Dec 2017; looking just at second half of 2017, monthly average for Jul-Dec 2017 rose to 9,279.
4.9 Social media followers	On January 1 st Facebook: 1503, Twitter 3002	0	As at 31 Dec 2017: Facebook: 1727; Twitter: 3699 - Total: 5426	Cumulative
4.10 Qualitative assessment of usage of BCtA's knowledge products by members and by field (downloads, google, retweets)	Measuring Impact report viewed 619 times on BCtA website and 202 times on GRI website	0	813 BCtA report webpage visits/downloads	2017: New Horizons Reports: Philippines: 175; Kenya: 164 (in addition, the Kenyan government requested 150 copies of the New Horizons Kenya to present at HLPF and other events in Kenya); Colombia: 86; Uncharted Waters: 219; Measuring Impact: 83; Scaling Inclusive Business Models at the Nexus of Poverty and Environment: 86
OUTPUT 5: Support for country-level mobilization around specific development issues				
5.1 Number of country-level engagements	3 focus-countries	3	3	Kenya, Philippines and Colombia.
5.2 Number of opportunity assessments conducted on country-level issues	2 sector assessments in Kenya, 3 IB opportunity assessments	2	2	Country-level publications on IB opportunities and contribution to the SDGs in Kenya and the Philippines
5.3 Number of convenings organized for country-level issues	7	3	4	3 country-level issues convenings in Kenya, Philippines and Colombia. One additional in Colombia on Voluntary National Review (VNR) presented by the Government and supported by UNDP/ BCtA.
5.4 Number of new commitments as a result of BCtA country-level activities (new versus existing members)	7 (Target: 5)	Target achieved in 2016	9	BCtA welcomed 5 new commitments from Kenya and 4 from the Philippines. Target achieved in 2016
5.5 Number of consultations facilitated between: Companies and donor funded initiatives, donors, UNDP/UN system and governments	To be tracked going forward	0	10	Of the global figure reported in output 2.3, 10/12 were made in focus countries.

Phase III Logframe

Reporting on the 6-month period from July to December 2017 against our targets for the 12-month period for Year 1 of Phase III (From July 2017 to June 2018)

Outcome level

Indicators	Baseline (EOY 2016)	Year 1 target (July 2017-June 2018)	Achieved	Notes
Outcome A: IB is recognized as an effective approach to achieving the SDGs				
Recognition of IB as PS contribution to SDG global agenda (Yes/No)	To be tracked going forward	-	To be tracked going forward	-
Indicators to track IB models contribution to the SDGs defined	No indicators defined	Develop indicators	BCTA identified IB relevant indicators which are aligned with SDG goals and targets.	The new list of indicators has been published on member application portal.
IB included by leading corporate sustainability standards as a measure of responsible business practices	To be tracked forward	-	To be tracked going forward	An advance towards this has been the inclusion of some BCTA indicators in the GRI/ UNGA reporting platform analysis of corporate indicators for the SDGs
Outcome B: The credibility of IBs' results and integrity is improved				
Evidence of IB contribution to SDGs improved	To be tracked going forward	Type of evidence defined	To be tracked going forward	-
Number of participating companies that adopt better impact measurement practices through BCTA tools and guidance	21 participating companies in BIMS	40	Forthcoming	BCTA is going to launch the online 'Impact Measurement Lab' by February 2018 and will keep track of company sign-ups of the online modules.
Members and other stakeholders perceive improved credibility of IB commitments and BCTA's membership and impact measurement support.	To be tracked going forward through annual surveys	Forthcoming	Yes	2016 Annual Member Survey received favourable responses regarding benefits of BCTA commitments and members, and value of impact measurement. 2017 Member Results Reporting will be conducted in 2018 Q1.
Outcome C: IBs increase their effectiveness and scale				
Members adopting good IB management practices	No indicators available	Define good management practices benchmarking/ tracking tool	Initial research conducted	Engagement with several BCTA members as part of a preliminary paper completed with Endeva.

Number of follow-on commitments	4	-	1	In 2017 we had four recommitments Mahindra Rural Housing Finance, MUJI, Turk Telekom and Zoona (as mentioned in phase II logframe), of which 1 – Zoona was made in the last half of 2017.
Number of commitments that report growth	62% (58 /94 companies) reported that their initiatives have grown during the past year.	Forthcoming	Forthcoming	2017 Member Results Reporting will be conducted in 2018 Q1.
Number of member companies that perceive BCtA tools have helped them improve their effectiveness and scale	To be tracked going forward through member survey	Forthcoming	Forthcoming	2017 Member Results Reporting will be conducted in 2018 Q1.

Output level

Output Indicators	Baseline (EOY 2016)	Year 1 Target (July 2017-June 2018)	Achieved (Dec 2017)	Notes
Output 1: Increased number of high-performing commitments				
1.1 Number of potential member companies that BCtA has encouraged to consider IB annually	200 per year	400	426	<p>Aggregated number of all types of outreach in 2017 engagement, including in focus countries, such as:</p> <ul style="list-style-type: none"> - Pipeline research and outreach (targeted outreach via emails, calls, meetings to companies identified as strong pipeline); - IB focused events/workshops co-organized or attended by BCtA team (companies that don't yet implement IB models); - Engagement with companies through inquiries about BCtA.
1.2 Number of new BCtA companies	Total 182 companies (Target: 176)	215	205	<p>In 2017 (calendar year) BCtA welcomed 25 new companies bringing the total number of members to 205; of which 12 were welcomed in the second half of the year.</p> <p><i>Please note that in November 2017 two companies, Tone and Nokia, were removed from the list. Tone dissolved in three entities that were acquired by larger companies and Nokia was acquired by Microsoft and HMD Global. Both companies were still reported in the semi-annual report, which explains the discrepancy.</i></p>

1.3 Number of BCtA Commitments	Total 186 commitments (Target: 180)	-	213	Four BCtA existing members have applied with re-commitments, bringing the total number of BCtA commitments to 213.
1.4. Online and offline capacity building on SDG/IB Maturity Tool and management practices	To be tracked going forward	Implemented reaching 80 companies	Offline: 70 Online: 9	Between January and Dec 2017, the Maturity diagnostics was taken 126 times by 44 companies/organisations (including 25 times by 9 companies/organisations between July-Dec). Between January and Dec 2017, the website <i>toolkit.businesscalltoaction.org</i> was visited 2,714 times (including 943 times between July-Dec) (source: BCtA website analytics). ³ Between July and December, BCtA conducted 4 Inclusive Business Maturity workshops with the private sector in Bangladesh Kenya, Colombia, and Japan helping over 70 companies.
1.5 Relevant role at critical global/regional events	At least one yearly global event (Annual Forum)	Co-host at least 3 events, incl. annual forum	5	Co-hosted with UNDP IICPSD 1) Partnership for Inclusive Growth: Private sector investment in the SDGs during the UNGA 2017 – 65 attendees; 2) 2017 CSR Asia Summit: Future Proofing Sustainable Business (co-hosted session on Making SDGs Your Business) – 100 attendees; 3) "Tapping into the resources of partnerships" during the 2017 Cement Sustainability Initiative (CSI) Forum – 100 attendees; 4) 2017 National Evaluation Capacity (NEC) Conference -100+; 5) MENA Regional Conference on "The Role of the Private Sector in Achieving the SDGs" taking place in Cairo – 200 attendees.
1.6 Selection process and criteria published	Revised Selection process and criteria in draft	Completed and applied	Completed and applied	-
1.7 High Performer Category Defined and Implemented	Not defined	Defined	The IB management practices work will inform the definition of high-performers	-

³ Kindly note that the 442 figure shared in the BCtA 2017 Semi-Annual Report captures the analytics for the home page only and not the total visits, thus clarifying the important increase here.

1.8 Global media and event partnerships	3 (Guardian, 3BL Media, TPI)	Key partners mapped, criteria for engagement defined, partnership established	1	Partnership with 3BL renewed for 2 years in October 2017 and the Guardian will be renewed for 2 years by February 2018.
Output 2: Increased impact measurement and reporting				
2.1 Interactive Impact measurement toolkit	BIMS works with 21 companies	First module developed and publicly available	Forthcoming	October 2017: First version (Alpha site) of the lab presented at the DSC meeting February 2018: Phase 1 - Beta version of the lab to be launched
2.2 Online and offline capacity building on impact measurement using BCTA's toolkit <i>Cumulative indicators</i>	To be tracked going forward	40	46	BCTA has already provided offline impact measurement trainings to 46 companies in Kenya (10), Philippines (11), Japan (5) and Bangladesh (20).
2.3 % of required member companies who share their annual progress report	68%	Over 60%	Forthcoming	2017 Member Results Reporting will be conducted in 2018 Q1.
2.4 Collaboration with key players in the SDG measurement space	Collaboration with GRI, and BIMS implementing providers	Key stakeholders mapped and criteria for engagement defined	Achieved and ongoing	BCTA has established a working group to support the development of the Impact Measurement Lab. The working group consists of impact investors, inclusive businesses, impact measurement practitioners, internal UNDP experts, and academic experts.
Output 3: Documented evidence and analysis on how IB can be leveraged for the SDGs				
3.1 Thought leadership contributions published	Variety of publications including over 60 case studies, one flagship report and various sector and country level publications	Develop and publish thought leadership contribution(s) including one in depth report	-	-
3.2 Number of BCTA media contributions on Inclusive Business (own and from others) <i>Yearly indicators</i>	90 Content Pieces Generated (articles, blogs, videos)	90	56	Measured for the six-month reporting period Jul-Dec only: Press releases: 22; Blogs: 16; Newsletter: 10; Other: 8
3.3 Benchmarking of progress and management practices; and aggregation methodologies developed	Aggregation of commitment targets and methodology to map against SDGs in place No benchmarking methodology available	Methodologies fully developed and applied	In progress	-

3.4 BCtA Communications/ Dissemination Strategy and implementation plan aligned with the Phase III and materials developed. (moving towards a more SDG focused and targeted around effectiveness and scale)	Global communication strategy in place	Applied	Completed	Strategy developed and being implemented. New logo and messaging explicitly aligned to the SDGs.
Output 4: Country level mobilization of commitments towards SDG contributions				
4.1 Number of country level engagements	3 – Philippines, Kenya, Colombia	3 countries	1	Activities continued in Colombia; 2 new countries will be selected going forward.
4.2 Number of new commitments as a result of BCtA country level engagement	5 (average yearly target)	12	4	Cumulative number in 2017: BCtA welcomed 4 new commitments from Colombia
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	To be tracked going forward	40	107	<p>Colombia: 4 workshops on SDG/IB Maturity Tool and impact measurement reaching 46 companies.</p> <p>Philippines: 1 workshop on Impact Measurement reaching 10 companies.</p> <p>Kenya: 1 workshop on SDG/IB Maturity Tool on the sides of the publication launch event reaching 19 companies; 1 workshop on Impact Measurement reaching 12 companies.</p> <p>Bangladesh: 1 workshop on IB Maturity, Impact Measurement and Management reaching 20 companies.</p> <p><i>Please note this output reflects a combination of outputs 1.4 and 2.2 where workshops were sometimes done jointly covering both maturity and impact topics.</i></p>
4.4 Country-level publication on IB contribution to SDG	To be tracked going forward	New targets start from 2018	0	2017 country-level publications reflected in Phase II
4.5 Number of SDG and IB public-private dialogues facilitated	To be tracked going forward	New targets start from 2018	0	2017 country-level dialogues reflected in Phase II

Annexes

Annex 1 BCtA 2017 Blog List

In 2017, BCtA published 19 blogs by both BCtA team members and member companies on the BCtA website under a new section called 'Our Insights', one of which was also featured on UNDP's Istanbul Regional Hub website, and five on the UNDP global website. In addition, BCtA contributed three blogs to the [Practitioner Hub for Inclusive Business' Affordable Housing Feature](#) in August 2017:

Blog title and Publication Date		Page views (as of January 2018)
1	How consumer insights can inform inclusive businesses' decisions: cases from Business Call to Action members in Kenya and India by Tomohiro Nagasaki, Impact Measurement Lead, featured in the Practitioner Hub for Inclusive Business Consumer Insights Newsletter (Feb 2017).	Practitioner hub: 84
2	Business Call to Action Helps Inclusive Businesses Visualize Their Business Links with Poverty and the SDGs by Yunzhong Cheng, BCtA Impact Measurement and Data Management Consultant, capturing learnings from BIMS implementation on Progress out of Poverty Index website (Feb 2017).	Not on BCtA website; poverty index website
3	Is your company ready to engage with the SDGs? by Sahba Sobhani, Private Sector Programme Advisor, UNDP and Robert de Jongh, Specialist Leader, Social Finance, Deloitte Consulting, published on Guardian Sustainable Business and published on Our Perspectives section UNDP global website (Apr 2017).	UNDP website in 3 languages: 1,125 (Not on BCtA website)
4	Companies are producing more responsibly, more sustainably , by Paula Pelaez, BCtA Programme Manager, published on UNDP Eurasia Website (Jul 2017).	UNDP Eurasia website: 137
5	How to leverage business innovation to advance Kenya's development , by Minja Nieminen, BCtA Outreach Lead, published on BCtA website (Jul 2017).	BCtA website: 58
6	Scaling Inclusive Business Models at the Nexus of Poverty and Environment: Case Studies from the Philippines	BCtA website: 86 BFP website: 297
7	More than philanthropy: SDGs are a \$12 trillion opportunity for the private sector , by Nazila Vali, BCtA Knowledge & Partnerships Lead, published on Our Perspectives section UNDP global website (Aug 2017).	Total 2,024 BCtA website: 28 UNDP website in 3 languages: 1,996
8	How impact measurement helps inclusive businesses in the affordable housing sector? by Yunzhong Cheng, BCtA Impact Measurement and Data Management Consultant, featured in the Practitioner Hub for Inclusive Business' Affordable Housing Theme (Aug 2017).	Practitioner hub: 135
9	Why work in affordable housing? – A cross-continental discussion , by Tatsiana Hulko, BCtA Corporate Engagement and Business Development Lead, and Aimee Brown, BCtA Communication Lead, featured in the Practitioner Hub for Inclusive Business' Affordable Housing Theme (Aug 2017).	Practitioner hub: 83
10	Affordable housing presents untapped opportunity for inclusive business , by Paula Pelaez, BCtA Programme Manager, featured in the Practitioner Hub for Inclusive Business' Affordable Housing Theme (Aug 2017).	Practitioner hub: 188
11	De-risking mechanisms can increase private capital to achieve the SDGs , by Marcos Athias Neto, Director, UNDP Istanbul International Centre for Private Sector in Development and Alexandra Soezer, UNDP Climate Change Technical Advisor, published on BCtA website (Oct 2017).	BCtA website: 176

12	Contributing to SDGs while maintaining company profitability , by Paula Pelaez, BCtA Programme Manager, published in Revista Suiza: Publicación Trimestral de la Cámara de Comercio Colombo Suiza (Swiss Magazine: Quarterly publication of the Colombo Switzerland Chamber of Commerce) (Sep 2017).	Swiss Magazine: 39
13	What does private sector need in terms of an enabling environment to more strategically contribute to the SDGs? Teresa Fogelberg, GRI (Sept 2017).	BCtA website: 184
14	Partnering for social impact , By Helene Gayle, CEO of McKinsey Social Initiative , (Sept 2017).	BCtA website: 52
15	Business and the Sustainable Development Goals: Why it matters , by Robert de Jongh, Specialist Leader Social Finance, Deloitte Consulting, and Sahba Sobhani, Private Sector Programme Advisor UNDP, published on BCtA website (Nov 2017).	BCtA website: 59
16	Inclusive business partnerships bringing best of all actors to the table: How private-public partnerships can amplify efforts to achieve SDGs , by Paula Pelaez, BCtA Programme Manager published on BCtA website (Dec 2017).	BCtA website: 49
17	How Host Country Business Can Benefit by Engaging Migrants/Refugees as Consumers and Employees , by Zain Kazmi, BCtA Programme Analyst published on Business Fights Poverty and BCtA website (Dec 2017).	BCtA website: 17 BFP website: 212
18	The Agricultural Models We Want Tomorrow: How food waste is driving up living costs in MENA and how innovative inclusive business can reduce it , by Nazila Vali, BCtA Knowledge & Partnerships Lead, published on Business Fights Poverty and BCtA website (Dec 2017).	BCtA website: 6 BFP website: 131
19	IBM Supports UN Goals to Close the Global Skills Gap , By Jennifer Ryan Crozier, President of the IBM International Foundation and Vice President of IBM Corporate Citizenship (Sept 2017).	BCtA website: 71

Annex 2 BCtA 2017 Participations at Key Events

BCtA actively participated in key events and global forums, sharing knowledge and discussing emerging challenges and opportunities around inclusive business with a wide audience including governments, companies, civil society and academia. Convening and participating in such events provides further visibility to BCtA members. It helps them connect with decision-makers, policy-framers, businesses, investors and others, leading to opportunities for growth.

1. BCtA gave a keynote speech at an event organized by **Institut zur Cooperation bei Entwicklungs-Projekten (ICEP) and the Austrian Development Agency** to the Planning for Impact event on 12 June, attended by 20 Austrian companies. The event led to the engagement of three companies regarding possible membership.
2. BCtA moderated and was a panel speaker for two sessions discussing the role of Private Sector in development at the [10th World Convergences Forum](#) on 5 September. The event brought together over 450 participants from CSOs, the private sector, academia and government.
3. BCtA's annual event in NY during the **72nd session of the UN General Assembly** was co-organized with UNDP on 20 September. The high-level [Business Solutions for the Sustainable Development Goals](#) event was chaired by UNDP Administrator Achim Steiner and UN Global Compact CEO and Executive Director Lise Kingo, and welcomed a panel of business leaders from IKEA, Nutriset, Microsoft, Telenor, AACE Foods, and Willis Towers. It stimulated dialogue on how private sector and development actors can more systematically collaborate to achieve the SDGs while ensuring business profit, scale and sustainability.
4. BCtA was invited to co-host a session on Making SDGs Your Business during [the CSR Asia Summit 2017: Future Proofing Sustainable Business](#) Bangkok, 26-27 September. The CSR Asia Summit welcomed 500+ delegates, including 150 companies, from 30 countries in Asia Pacific and around the world to discuss pressing economic, social and environmental challenges and sustainable solutions for successful adaptation and organizational survival.

5. BCtA was one of the panellist on ["Tapping into the resources of partnerships" during the 2017 Cement Sustainability Initiative \(CSI\) Forum](#) organized by the **World Business Council for Sustainable Development (WBCSD)** in New Delhi, India on 27 September. Over 100 participants attended, including CSI members, speakers, government officials, trade associations and partners.
6. Over 230 different industry representatives from 50 countries joined their strengths for the [2017 Social Good Summit held in Geneva](#) on 13 October, organized in partnership with BCtA, Impact Hub, the UBS Optimus Foundation, the Technical Centre for Agricultural and Rural Cooperation, SwissRe and the Republic and Canton of Geneva. High-level decision-makers, entrepreneurs, investors, governments, large companies and international organisations made their second rendezvous in Geneva to discuss the best way to foster collaboration for achieving the SDGs. Prateek Ahuja from global healthcare solutions company Medtronic, a BCtA member since 2015, participated in the plenary session on Impact Measurement hosted by BCtA.
7. BCtA and UNDP IICPSD led a session during the [2017 National Evaluation Capacity \(NEC\) Conference "People, Planet and Progress in the SDG Era"](#) co-hosted by **UNDP Independent Evaluation Office (IEO)** and the Regional Bureau for Europe and CIS with the Government of Turkey in Istanbul, 16-20 October. The Session titled 'SDGs and the private sector: How companies are measuring their contributions to development?' looked into the necessary contribution of companies and investors in realising the SDGs. Two BCtA members, Mr. Prateek Ahuja, Regional Manager, Medtronic, India and Mr. Asher Hasan, Founder & CEO, Naya Jeevan, Pakistan, participated in the discussion on the monitoring and evaluation of social and environmental impact.
8. BCtA moderated a session on Food and Agriculture during the [MENA Regional Conference on "The Role of the Private Sector in Achieving the SDGs"](#) in Cairo on 4-5 December. The event, co-organized by the American Chamber of Commerce in Egypt, the Business and Sustainable Development Commission (BSDC) and UNDP, highlighted new paths for local and regional partnerships between the Private Sector, Governments, and International Organizations, and identify business opportunities in support of the SDGs in the Middle East and North Africa Region. A [blog](#) was published following the event.
9. In addition to these in-person events, **BCtA jointly hosted a webinar on Agribusiness in the Association of Southeast Asian Nations (ASEAN) [Making the Case for Smallholder Inclusion](#)** with CSR Asia in May 2017. The webinar looked at how to engage the 430 million smallholder farmers in the region in an inclusive and sustainable manner to add significant value to rural communities, emerging markets and to the long-term growth of the agricultural industry. Three companies, including BCtA member East-West Seed shared their models, challenges and learnings with 74 participants.
10. **BCtA participated as a member of the Multi-stakeholder Advisory Committee (MAC) of the [GRI/UNGC SDG Reporting Action Platform](#).** This engagement started in April 2017 and will continue into 2018. The MAC is composed of over 20 members from companies, government, CSO and multilateral organizations. The main role of the MAC has been to provide feedback on two publications: an [Analysis of Goals and Targets](#), an inventory of possible disclosures per SDG, at the level of the 169 targets; and *Practical Guide to Defining Priorities and Reporting* due to be published in early 2018. Notably, BCtA's participation led to the inclusion of eight BCtA indicators on inclusive business in the inventory publication.

Annex 3 BCtA 2017 Workshop

Description	Date	Country	Participants
Inclusive Business Maturity			
IB Maturity workshop during the BCtA Launch Event in Colombia	27-Apr-17	Colombia	7 companies, 1 think tank and 1 business consultancy firm
IB Maturity workshop to Unilever staff on their Shakti Model and how they can scale their program in Colombia	11-May-17	Colombia	7 communications, sales, and programmatic managers at Unilever
Joint IB awareness and maturity sessions	13-Jun-17	Austria	32 participants with a majority being companies with Austrian Development agency and some sustainability organization
SDG/IB Maturity Tool workshop on the sides of the publication launch event	22-Jun-17	Kenya	19 companies
IB Maturity (and introduction to Impact Measurement) workshop to Fenalco Solidario members	11-Jul-17	Colombia	46 companies, 1 NGO and 3 business associations.
IB Maturity workshop in Rosario University	20-Jul-17	Colombia	15 MBA students
4 validation sessions (for the country-level publication) and IB Maturity workshops with CECODES in Bogotá, Medellín, Cali and Barranquilla	Cali 16-Aug-17 Medellin 17-Aug-17 Bogota 23-Aug-17 Barranquilla 24-Aug-17	Colombia	Total of 46 companies, government entities and donors
SDGs and IB Maturity with the UNCG-Colombian Chapter	30-Oct-17	Colombia	10 companies
Impact Measurement			
Impact Measurement workshop	14-Mar-17	Japan	5 companies
Impact Measurement workshop	22-Jun-17	Kenya	12 companies
Impact Measurement workshop	2-Aug-17	Philippines	11 Companies
Joint Inclusive Business Maturity and Impact Measurement			
IB Maturity and Impact Measurement workshop	22-Feb-17	Indonesia	10 companies
IB Maturity, Impact Measurement and Management workshop	6-Dec-17	Bangladesh	20 companies
TOTAL		16 workshops	Reaching over 300 business professionals