



Business Call to Action Semi-Annual Narrative Report

January – August 2017

Highlights

Over 200 companies responded positively to our Call to Action: Business Call to Action (BCTA) has reached 203 member companies with 211 total commitments to contribute to the Sustainable Development Goals (SDGs). Its members are inclusive business leaders championing inclusive and sustainable development and contributing globally to the wellbeing of those living at the Base of the Pyramid (BoP). During the 8-month period covered in this report, BCTA welcomed 21 new companies with 25 new commitments. Over half of new members are from BCTA's focus countries – Kenya, Philippines, and Colombia.

BCTA provided training to companies helping them progress on their inclusive business maturity journey: 442 users have taken BCTA's online Inclusive Business Maturity Diagnostics and 182 downloaded the Uncharted Waters report. BCTA conducted 12 Inclusive Business Maturity workshops with the private sector in Indonesia, Kenya, Colombia, Austria and Japan to help 95 companies assess where they fit in the maturity curve and how to overcome obstacles to contribute to the SDGs.

BCTA improved its Environmental, Social and Governance (ESG) risk monitoring: In close collaboration with UNDP's Development Impact Group and in response to Social and Environmental Compliance Unit's report on Bidco (SECU), BCTA strengthened its ESG risk monitoring and assessment processes, particularly through revising our membership application and policy; introducing a BCTA Code of Conduct and an online complaints mechanism.

BCTA successfully launched two unique publications on Inclusive Business and SDGs in Kenya and the Philippines: Country-level activities culminated in the launch of two reports in Kenya and the Philippines providing a roadmap for governments and other stakeholders to support inclusive business ecosystems. In Kenya, BCTA's overall engagement has built a strong membership base of 46 multinational, large national companies and social enterprises; of which 33 have active commitments. This membership ecosystem presents opportunities for the roll-out and uptake of BCTA tools and services going forward. In the Philippines, long-term initiatives are being designed including the establishment of the national SDG Reporting Platform for private sector contributions to the SDGs and Inclusive Business Centre as a multi-stakeholder platform. A country-wide SDGs reporting platform – the first in the Philippines – encourages companies – regardless of size or industry – to document SDG-relevant key performance indicators.

BCTA's efforts in Colombia are being recognized by both the public and the private sector: Activities in Colombia resulted in an increased membership (seven new companies) and successful collaboration with the government (National Planning Department and Colombia Cooperation Agency), the private sector (chambers of commerce and business associations) and UNDP. BCTA's local team conducted four workshops on inclusive business maturity and impact measurement, and convened three high-level events to raise awareness on inclusive business in the country.

BCTA continues to spearhead our work on impact measurement: The implementation of BCTA Impact Measurement Services (BIMS) will be completed by the end of 2017. Through BIMS, BCTA is providing impact measurement support to 21 BCTA members to effectively embed results measurement into their daily activities and visualize the links between their businesses and the SDGs. Leveraging from BIMS' experience, BCTA is launching the online 'Impact Measurement Lab' to scale its impact measurement support to BCTA members and beyond. The lab will be launched with the Alpha site in mid-October.

BCTA improved the member application and reporting templates and designed a new online platform: New member application and results reporting templates, along with a new list of SDG-aligned indicators are now being tested. The new online member application and reporting platform will be tested in 2018. BCTA collected members annual results of FY 2016, reaching a 63 percent reporting rate.



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1. Outreach and Membership

Key objectives and indicators set for outreach in 2017 include:

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 building 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.

1.1 New Members and Commitments

From January until August 2017, **BCtA welcomed 21 new companies with 24 innovative commitments.** Four of BCtA's existing members – Mahindra Rural Housing Finance from India, Japanese MUJI, Turkish Turk Telekom and Zambaia's Zoono – are building on the success of their original commitments and scaling their IB models to expand access to home loans, strengthen local sourcing, and enable access to information and financial services for the BoP

USING BCTA'S IMPACT MEASUREMENT SERVICE TO SCALE UP INCLUSIVE BUSINESS MODELS

Mahindra Rural Housing Finance has been a BCtA member since 2012 and was among the first participants in the BCtA Impact Measurement Service (BIMS) - in an effort to better understand the social challenges that affect its business, as well as the efficacy of its business in addressing them. Since 2012, Mahindra has disbursed more than 400,000 loans to customers who would have otherwise been ineligible, successfully achieving its original commitment. Customers are spread across 10 states in India, with a focus in rural territories. According to Iyer Venkatkrishnan, Mahindra's Marketing Manager: "BIMS has enabled us to receive data extremely vital to taking our initiative ahead and designing improvement". Mahindra's new targets include reaching 1 million new customers by end 2018 and achieving a loan book size of US\$3 billion by 2020.

Out of 21 new members, 12 are from the three focus countries – five new commitments from Kenya, four from the Philippines and three from Colombia. **By 2030, the combined new commitments are expected to result in increased access to financial services for 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.** This concentrated increase in members operating in focus

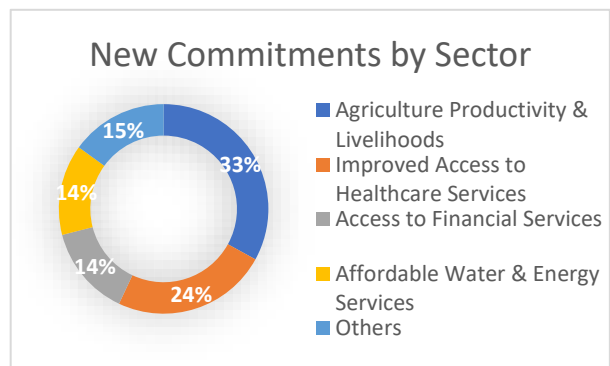
¹ Excluding MasterCard's commitment of providing access to financial services to 200 million people across the globe

countries stems from BCtA country-level activities and local partnerships: in Kenya and the Philippines, activities focused on country-level publications around inclusive business and the SDGs that generated strong engagement and recognition from stakeholders working in the IB space. In Colombia, collaboration with the UNDP Country Office brought about strategic partnerships with the government, private sector, UN and donor agencies that are key to our visibility and ecosystem building work in the country.

	<ul style="list-style-type: none"> • AFRIPads empowers women and girls in Kenya, Uganda and Rwanda by making its environmentally-friendly sanitary pads available at an affordable price, and by providing training and employment to approximately 200 women in the manufacture of these life-changing hygiene products.
	<ul style="list-style-type: none"> • Postobón, Colombia’s leading producer of non-alcoholic beverages, has joined Business Call to Action (BCtA) with a pledge to provide stable livelihoods for 3,000 smallholder farmers through its integrated supply chain by 2020, impacting 15,000 people in all (including farm workers and farmers’ families).
	<ul style="list-style-type: none"> • Mastercard operates one of the world’s largest payment processing networks, simultaneously leading the way in financial inclusion. As part of its BCtA commitment, Mastercard is reaching 200 million people previously excluded from financial services by 2020 and connecting 40 million micro and small merchants to electronic payment network to accelerate the adoption and usage of financial tools.

New BCtA members are working in 14 countries. One member, Mastercard, is carrying out its initiative globally. Out of 21 members, 17 are SMEs and social enterprises, three are multinational companies and one is a large national company. A majority (71%) of new member companies are both headquartered and implementing inclusive business initiatives in developing countries.

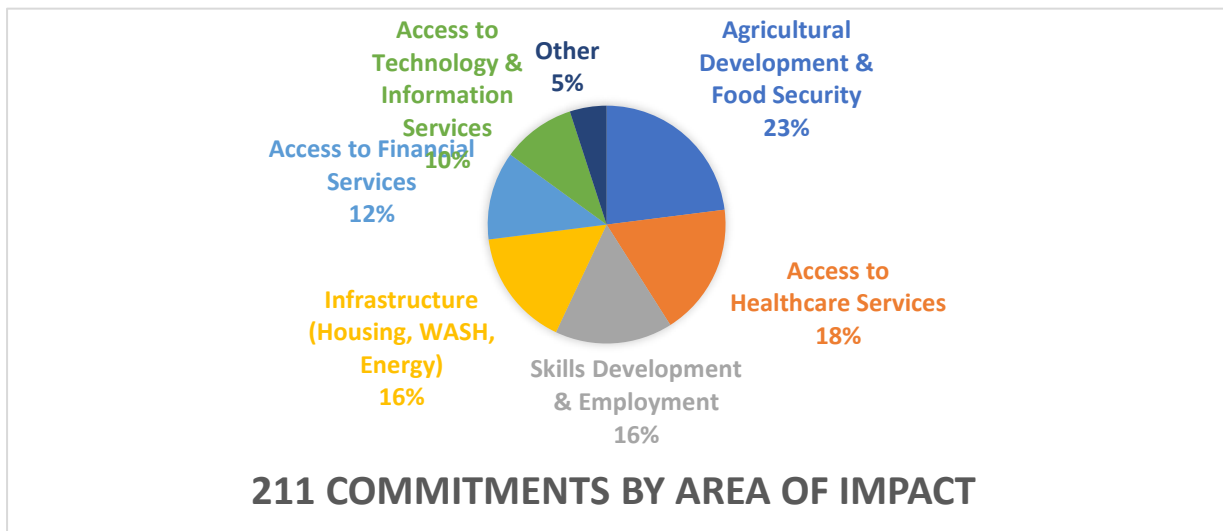
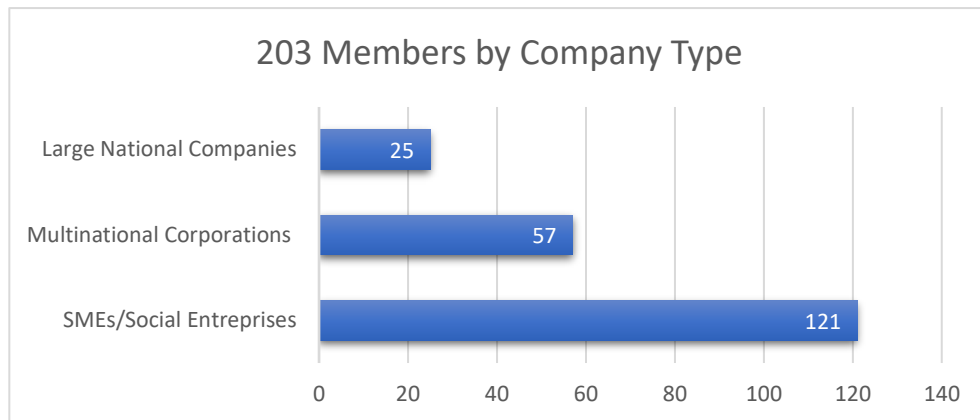
Approximately 40 percent of new members’ models offer essential products and services to the BoP; 40 percent include BoP in their value chain; the remaining five initiatives implement both models. Five companies are led by women. Two of new members are focused on women’s empowerment: Turkish multinational Koton engages disadvantaged women as embroiderers, and Ugandan AFRIPads distributes reusable and affordable sanitary pads. BCtA has partnered with the UN Global Compact Colombia Network to identify potential members with inclusive models to encourage to apply to BCtA.





1.2 Membership Summary

At the time of reporting, BCtA has 203 members and 211 commitments. Through BCtA targeted outreach and inclusive business thematic events, we have reached 350+ companies, introducing the concept of inclusive business and encouraging them to consider such models as part of their core business.





BCTA Member Commitments to SDGs

Expected development impact by 2030¹

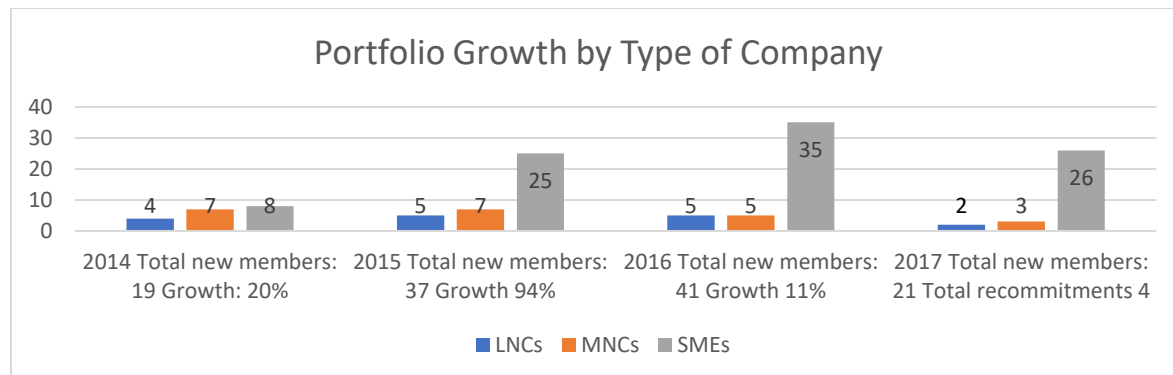
1. END POVERTY		59M people with increased access to financial services ²
2. END HUNGER		6M farmers experiencing better agricultural yields 2M people with improved nutrition
3. GOOD HEALTH		617M people with improved access to healthcare services ³
4. QUALITY EDUCATION		37M people receiving training/education
5. GENDER EQUALITY		10M women with increased productivity/revenue generating activities
6. CLEAN WATER & SANITATION		12M people with improved access to water 959K people with improved access to sanitation
7. CLEAN ENERGY		80M people with improved access to energy
8. GOOD JOBS AND ECONOMIC GROWTH		6M full-time jobs created
11. SUSTAINABLE CITIES AND COMMUNITIES		113M people experiencing improved living conditions
13. PROTECT THE PLANET		635M tons in greenhouse gas (CO ₂ e) reductions

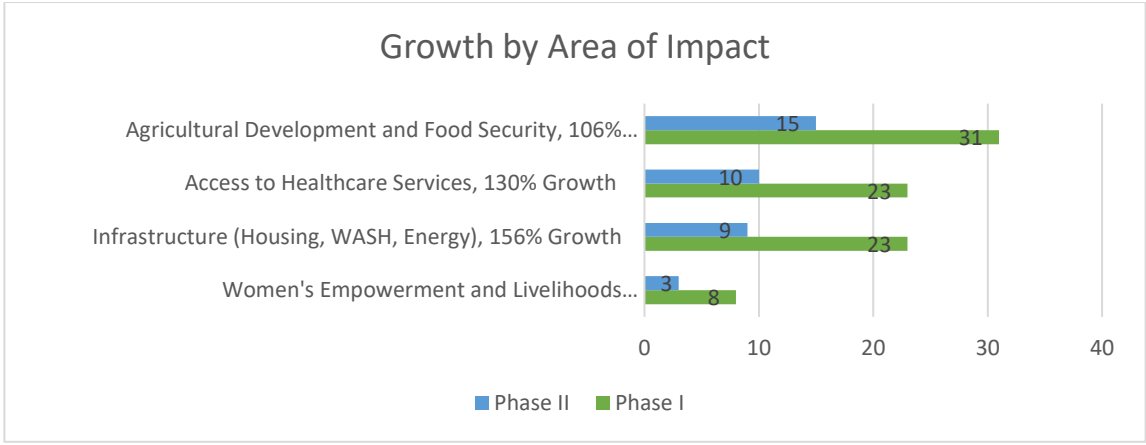
1. Numbers based on expected results throughout initiative lifetime (1-15 years) as reported by 203 members as of October 1, 2017

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

3. Excluding GE Healthcare's commitment of providing healthcare solutions to 5.8 billion people in multiple settings

Until August 2017, BCTA registered robust growth in commitments from SMEs/social enterprises and large national companies: SMEs membership grew by 104 percent and LNCs by 78 percent. The highest growth in commitments occurred in the following areas of impact: women's empowerment, livelihoods opportunities and infrastructure.





1.3 IB Maturity Journey Training

BCtA provided training to companies helping them progress on their inclusive business maturity journey: 442 users have taken BCtA’s online Inclusive Business Maturity Diagnostics and 182 downloaded the Uncharted Waters report. BCtA conducted 12 Inclusive Business Maturity workshops with the private sector in Indonesia, Kenya, Colombia, Austria and Japan to help 95 companies assess where they fit in the maturity curve and how to overcome obstacles to contribute to the SDGs.

Training attendees and online users tend to fall in the early stages of maturity. It is notable that once they take the diagnostics the first time and identify their maturity level, companies are interested in seeing what other levels mean and what the next steps for the whole spectrum are. For online users, this makes it difficult to rely on the website statistics, as some companies may take the diagnostic a few times to compare different levels and next steps. 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 some local consultancy firms have approached BCtA to be able to use the tool to provide such services. In Colombia, in some cases UNDP partners with companies through other programmes when relevant.

2. Impact Measurement and Reporting

Key objectives and indicators set for impact measurement and reporting in 2017 include:

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



2.1 Impact Measurement

BCtA is on track to finalize the provision of BCtA Impact Measurement Services (BIMS) to the selected companies, helping these to 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.

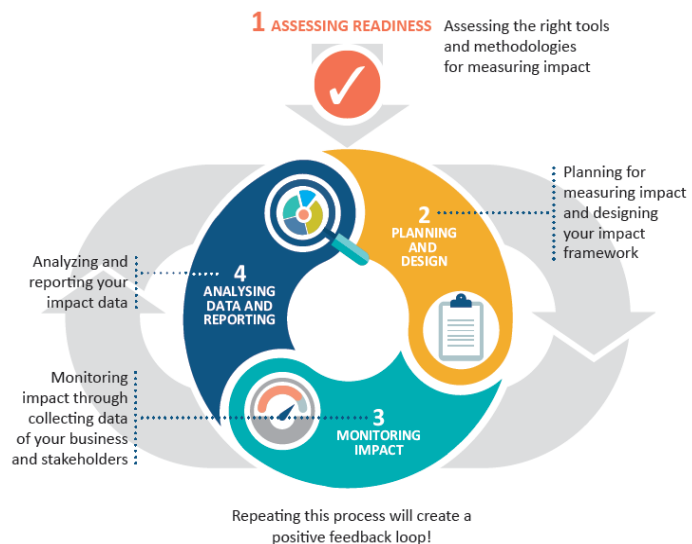
Through BIMS, companies can collect and analyze critical market information helping them improve product/service development, assess new business opportunities and strengthen communications about their social contributions to stakeholders. At the same time, BCtA gains access to social impact data collected by BCtA members, which offers an opportunity to share results and create evidence on the contributions of inclusive business to the SDGs.

Our Impact Measurement Approach

All 21 BIMS companies have completed field trainings and rolled out their data collection activities. Six case studies capturing lessons learned from impact measurement have been published; 15 more case studies have been drafted and will be published by the end of November 2017. In addition, 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),

Through this lab, BCtA aims to help more businesses in the process of identifying 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. Online modules will be accessible to any users free of charge, and hands-on one on one services can be provided to a limited number of companies for a fee. The lab will be launched in a staged approach, with the Alpha site, or Stage 1, going live in mid-October 2017. An expanded version is expected to be ready by December, and the final version will go live in February 2018.

BIMS approach to measuring impact



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:



2.2 Results Reporting

BCtA collects annual results data from companies that have been members for more than nine months to understand the progress of their initiatives. 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.**

The self-reported results show that **98 percent** (58 of 59 respondents) of initiatives **have grown during the past year**. Out of 59 respondents, **36 reported 'break-even' status**. Half (18 out of 36) said they had already reached break-even status and the majority of the rest said they would break-even within 1-3 years. Of the 41 respondents who reported on long-term commercial sustainability, **88 percent** (36 out of 41) **believed that the long-term commercial sustainability of their inclusive businesses was promising.**

3. Knowledge Management and Communications

Key objectives and indicators set for Knowledge Management and Communication in 2017 include:

1. Design and implement BCtA Communications Strategy.

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



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 on inclusive business and its contribution to the SDGs.

3.1 Publications

BCTA country-level activities in Kenya and the Philippines culminated in the launch of two reports in June and August respectively, providing a roadmap for governments and other stakeholders to support inclusive business ecosystems in the two target countries. More information on these two publications is available in the [Country Level Work](#) section. BCTA is also in the process of publishing a third report in the series for Colombia, and finalising a new publication, entitled *Good Management Practices for Inclusive Business*, analysing the management practices that make inclusive businesses successful.

BCTA participated as a member of the Multistakeholder Advisory Committee (MAC) of the [GRI/UNGC SDG Reporting Action Platform](#). This engagement started in April 2017 and is expected to be ongoing until the end of the year. 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*. Notably, BCTA's participation led to the inclusion of eight BCTA indicators on inclusive business in the inventory publication.

3.2 Blogs and Newsletters

In the period 1 January – 22 September 2017, BCTA published seven 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 two on the UNDP global website. In addition, BCTA contributed three blogs to the [Practitioner Hub for Inclusive Business' Affordable Housing Feature](#) in August 2017:

- Feb 2017: [How consumer insights can inform inclusive businesses' decisions: cases from Business Call to Action members in Kenya and India](#), featured in The Practitioner Hub for Inclusive Business [Consumer Insights Newsletter](#).
- Feb 2017: [Business Call to Action Helps Inclusive Businesses Visualize Their Business Links with Poverty and the SDGs](#), capturing learnings from BIMS implementation on Progress out of Poverty Index website.
- Apr 2017: [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
- Jul 2017: [Companies are producing more responsibly, more sustainably](#), by Paula Pelaez, BCTA Programme Manager published on UNDP Eurasia Website
- Jul 2017: [How to leverage business innovation to advance Kenya's development](#), By Minja Nieminen, Business Call to Action Outreach Lead, published on BCTA website
- Aug 2017 [Scaling Inclusive Business Models at the Nexus of Poverty And Environment: Case Studies from the Philippines](#), by Sahba Sobhani, UNDP Private Sector Programme Advisor and Markus Dietrich, Director,



Asian Social Enterprise Incubator. Published on Biz Fights Poverty website and Our Perspectives section of UNDP global website.

- Aug 2017: [More than philanthropy: SDGs are a \\$12 trillion opportunity for the private sector](#), by Nazila Vali, Programme Analyst Private Sector, published on Our Perspectives section UNDP global website
- Aug 2017: [How impact measurement helps inclusive businesses in the affordable housing sector?](#), featured in The Practitioner Hub for Inclusive Business' [Affordable Housing Theme](#)
- Aug 2017: [Why work in affordable housing? – A cross-continental discussion](#), by By Tatsiana Hulko and Aimee Brown, featured in The Practitioner Hub for Inclusive Business' [Affordable Housing Theme](#)
- Aug 2017: [Affordable housing presents untapped opportunity for inclusive business](#), by Paula Pelaez, featured in The Practitioner Hub for Inclusive Business' [Affordable Housing Theme](#)

BCtA published [two quarterly newsletters](#) in May and August 2017, distributing to almost 3,000 subscribers. Nine stories on BCtA members and inclusive business issues were produced for the newsletters, plus shorter news briefs, event notices and new member spotlights. The May newsletter was sent to 2974 subscribers; 1359 recipients opened the newsletter, and 291 clicked through to read the full stories. While this was an increase from the last newsletter sent out in December 2015 where 566 opened and 40 clicked through to full stories, the figures need significant improvement. To address this, BCtA created a new newsletter template and management platform linked to the new website, and the first new-look newsletter was sent out in August 2017. It has improved viewer readability and presentation and is more closely linked to the website, driving more traffic between the two. Audience analysis is pending from the web management company.

3.3 Events and Webinars

On 17 May 2017, BCtA jointly hosted a webinar on Agribusiness in the Association of Southeast Asian Nations (ASEAN), [Making the Case for Smallholder Inclusion](#) with CSR Asia. 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.

On 12 June 2017, BCtA was invited as a keynote speaker and panelist by Institut zur Cooperation bei Entwicklungs-Projekten (ICEP) and the Austrian Development Agency to the Planning for Impact event, attended by 20 Austrian companies. The event led to the engagement of three companies regarding possible membership.

On 5 September 2017, BCtA was invited as a panelist and moderator for two sessions discussing the role of Private Sector in development at the 10th World Convergences Forum. The event brought together over 450 participants from CSOs, the private sector, academia and government.

On 27 September 2017, BCtA was invited to speak in a panel on "Tapping into the resources of partnerships" during the 2017 Cement Sustainability Initiative (CSI) Forum on SDGs organized by the World Business Council for Sustainable Development (WBCSD) in New Delhi, India. As a platform engaging all CSI members and relevant stakeholders, the CSI forum is one of WBCSD's key annual events. Over 100 participants attended, including CSI members, speakers, government officials, trade associations and partners.

3.4 Website, media and social media

In the period 1 January – 22 September 2017, 15,090 users visited BCtA's website, with 77,238 page views (approx 8,582/month); 61 percent of which were new visitors. This is slightly less than the average 9,288 monthly page views in 2016, which can be attributed to the website redesign process which has been ongoing from mid 2016-mid 2017.



Numbers have been growing on a monthly average, and this is expected to increase into 2018. A new 'news' section was created on the website as a space to publish BCtA member company stories, as well as to maintain an archive of stories previously published on the Guardian Sustainable Business website.

A total of 56 media products (press releases, blogs, articles, newsletter stories) have been produced in this period. Since 1 January, 27 press releases announcing new memberships, events and report launches have been 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 is expected to begin in October 2017. The Guardian Sustainable Business (GSB) microsite contract also ended on 30 April; renewal is under discussion in light of the Guardian's internal restructuring of this specific service.

Since 1 January, BCtA has received 84 mentions in mainstream media. 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

In the period 1 January – 22 September 2017, 251 tweets were published on BCtA's Twitter account @BCtAInitiative, with 224,900 total impressions. These were retweeted 475 times and liked 528 times. BCtA was mentioned 501 times in others' tweets. Followers grew from 3002 on 1 January to 3538 on 22 September. On Facebook, the number of followers grew from 1532 on 1 January to 1686 on 22 September, bringing total social media followers to 5224. Tweets are synched with the Facebook account so 251 posts were also made to Facebook in this time. Country-Level Work

4. Country-level Work

Key objectives and indicators set for BCtA's country level work in 2017 include:

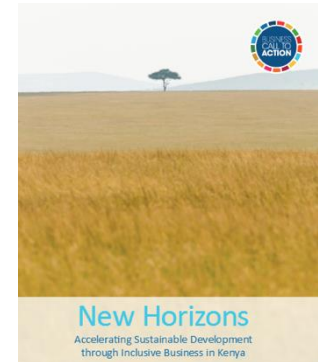
1. Finalize country-level publications in Kenya, Philippines and Colombia
2. Encourage quality private sector commitments to achieve the SDGs through inclusive business (12 new commitments from focus countries)
3. Continue engagement on IB and SDGs agenda through partners in three focus countries – Kenya, Philippines, and Colombia – and assess opportunities for further engagement and tailored service offerings as well as 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)

4.1 Kenya

Since January 2017, BCtA successfully engaged five new members from Kenya through its awareness raising and capacity building activities. These efforts bring **BCtA's total membership base of companies, both Kenya-based and international with operations in Kenya, to 46**. Some new members and their initiatives include:



- **ACRE Africa:** helping farmers strengthen their capacity to manage risk to better invest in their farms and improve livelihoods.
- **Kenya Highland Seeds:** providing smallholder farmers in Kenya, Tanzania, Uganda and Rwanda with better access to high quality and hybrid seeds and training on good agricultural practices and technologies.
- **AFipads:** providing access to re-usable, locally manufactured, female hygiene products in Africa.
- **City Eye Hospital:** making quality eye care available and affordable in Kenya.
- **Solar Kiosk:** increasing access to renewable energy, quality consumer goods and sustainable energy products and services also creating new jobs at the BoP.



Strategic Partnerships

BCtA partnered with 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 46-strong membership base.

BCtA also partnered with the Kenya Private Sector Alliance (KEPSA), a private sector body for the business voice to engage and influence public policy to create an enabling business environment. KEPSA has been BCtA's key partner on facilitating public-private dialogue and linkages between stakeholders on inclusive business.

Events and Publications

[*New Horizons: Accelerating Sustainable Development through Inclusive Business in Kenya*](#) was **launched** by BCtA on 22 June in collaboration with UNDP Kenya, the Kenya Private Sector Alliance (KEPSA) and the Sustainable Inclusive Business Kenya (SIB). The report provides a range of examples of innovative businesses which are already tapping into BoP markets in Kenya, providing better access to healthcare, sanitation, utilities, agricultural inputs or financial services, and providing employment and livelihoods to smallholders and micro-entrepreneurs, thus also building consumer markets. ***New Horizons draws its main insights from surveys and interviews with 50 companies.***

The launch gathered 109 participants from the private sector, government, civil society, academia and donor community. Prior to publication, BCtA and SIB conducted four workshops in Nairobi to validate the findings for the *New Horizons* publication. Workshops were sector-specific covering healthcare, finance, agriculture, and infrastructure with 48 companies participating in total.

The launch of the publication and plenary panel discussing its findings were followed by two workshops on inclusive business maturity and impact measurement gathering over 30 companies.

- Inclusive Business Maturity workshop examined what inclusive business is in practice and how companies can advance on the inclusive business maturity curve to tap into new markets and contribute to the SDGs. It was attended by 19 company representatives.
- Measuring Impact workshop targeted companies already engaged in inclusive business and looking at how to better measure their impacts. The workshop provided examples and guidance on how companies can better measure the impacts of inclusive business models. It was attended by 12 company representatives.

4.2 Colombia

Colombia was selected as a new BCtA focus country in 2016. Since then, significant progress has been made in increasing the number of companies with inclusive business models, improving adoption of IB practices among the



development community and local government, and facilitating public-private dialogue on IB and the SDGs. In the current reporting period, **BCTA welcomed three new Colombian members** – Bive, Postobon and Corpocampo – bringing the total number of Colombian companies on the platform to seven in the health, financial and foods and beverage sectors.

- **Bive** is a healthcare social enterprise that helps 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, will integrate 600 new families into its açai palm value chain by 2020, providing smallholder suppliers and local plant employees from Afro-Colombian and indigenous communities with sustainable livelihoods.
- **Postobon**, Colombia’s leading beverage producer, will provide stable livelihoods for 3,000 smallholder farmers through its integrated supply chain by 2020.

Strategic Partnerships

As leaders of the SDG High-Level Inter-Institutional Commission, the National Planning Department (DNP) along with UNDP and BCTA has been discussing the possibility of producing the Colombian Voluntary National Review (VNR) for the 2018 HLPF. The report will aim at measuring the inputs of the private sector vis-à-vis their contribution to the acceleration of SDGs in Colombia (specially SDG # 6,7,11,12,15). This is still under negotiation, as it involves the participation of around 100 companies nation-wide and consensus of the methodology to be used.

BCTA partnered with the World Business Council for Sustainable Development’s (WBCSD) Colombian Chapter, CECODES, to produce a publication on how inclusive business contributes to the acceleration of SDGs in Colombia (the third in the series of focus country reports), which is expected to be launched in November 2017. In addition, BCTA partnered with the Colombian Association of SMEs (ACOPI) to identify SMEs that could be potentially become BCTA members. The UNGC Colombia Network has identified around 20 members contributing to SDGs through inclusive business that could potentially apply to BCTA. In October, BCTA and UNGC will conduct a workshop to present BCTA to companies in the Coffee Region as well as Santander Department regions.

Events and Publications

On April 27, 2017, UNDP Colombia organised an event on **Implementing Inclusive Business Models to Accelerate the SDGs**. Over 117 representatives from the government, international 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, and five are now under review.



UNDP was invited to present the role of the private sector in localising the SDGs at the **7th National RSE Congress** hosted by Fenalco Solidario, an organization that works to promote socially responsible actions by the private sector that contribute to sustainability and harmony globally. UNDP country office also delivered a workshop to over 50 companies and corporate foundations on the SDGs and BCTA’s maturity model.

During the reporting period, the BCTA team in Colombia also organized eight workshops reaching 46 member and pipeline companies along with other IB stakeholders on IB maturity.



4.3 The Philippines

Since January 2017, BCTA approved four new member companies from the Philippines through its awareness raising and capacity building activities, bringing the **total number of Philippines-based members to 12.**

- **Glovax** is expanding access to vaccination for the BoP in the Philippines by making vaccines more affordable and accessible.
- **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** 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 Lhullier (CLIS)** offers affordable, accessible and innovative insurance products and services to under-served Filipinos.

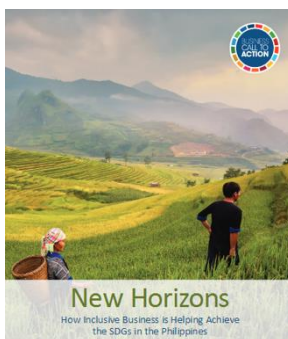
Strategic Partnerships

In the Philippines, BCTA has worked closely with the UNDP Country Office to promoting inclusive business, **leading the UNDP Country Office to design a private sector engagement strategy and launch 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 to continue the SDG reporting workstream, which will serve as the strategic engagement point for BCTA going forward.

The Department of Trade and Industry, Board of Investments (BOI), with its mandate to promote inclusive business in the country, has been BCTA's other strategic partner in facilitating public-private dialogue and developing initiatives to strengthen the IB ecosystem in the Philippines. BCTA has begun discussions to train BOI staff through the IB maturity training of trainers programme so that local government units have full capacity to engage with inclusive businesses.

The Philippine Business for Social Progress (PBSP) and the Philippine Business for Environment (PBE), two leading business associations, have been instrumental to BCTA's work on the development and launch of the IB and the SDGs publication in the country. PBE is also UNDP Philippines' main partner in the SDGs reporting initiative.

Events and Publications



BCTA launched [*New Horizons: How Inclusive Business is Helping Achieve the SDGs in the Philippines*](#), the second in the series of its country level reports, 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 base of the economic pyramid**. Basing its findings on input from **representatives 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.



Jaco Beerends, Embassy of the Netherlands

Opening remarks were delivered by Titon Mitra, UNDP Philippines Country Director and Jaco Beerends, Deputy Head of Mission of the Embassy of the Netherlands in the Philippines. Mr Beerends said the Netherlands Embassy was prioritising bringing in Dutch companies that help develop the following sectors: agriculture and food, water infrastructure, and renewable energy.

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 Service (BIMS), and was attended by 20 private sector and development representatives.

5. 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 is 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. 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 submitting an application, companies are asked to agree with adherence to BCtA Code of Conduct (available online) which includes provisions for human and labor rights, environmental impact and governance issues.
3. **BCtA's Membership Policy** has 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. One, MUJI, had a quick turnaround and scaled 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 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.

6. 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 or explicitly mention where targets are mentioned in more than one indicator.

Phase II Logframe

Reporting on the 8-month period from January to September 2017 against our targets for the 12-month period (Jan-Dec 2017)

Outcome Indicators	Baseline (EOY 2016)	Targets Carried Over from 2016	Achieved Sept. 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	211	This is a cumulative number to date, and it is an 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	203	This number is cumulative to date.
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 Multistakeholder Advisory Committee (MAC) 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 (for more details kindly refer to 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	211	Please note that this number is cumulative.
Number of follow-on commitments	4	0	4	This number represents scale-up commitments from Zoona, 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) or reporting respondents	58/59 respondent companies (those that submitted 2016 results reports) 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	BCTA has finalized the new results reporting template which includes the indicator of 'profits 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 initiatives reported are progressing; 36/41 are intended to be commercially sustainable; 18/36 have reached the break-even.	Survey was sent to members as part of 2016 results reporting. 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 member 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.
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	Yes	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; Kenya and Philippines country level work; launch of country-level work in Colombia.
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Output level

Outcome Indicators	Baseline (EOY 2016)	Targets Carried Over from 2016	Achieved Sept. 2017	Notes
OUTPUT 1: Increased number of companies with inclusive business commitments				
1.1 Number of members	182	0	203	Please note that this number is cumulative.
1.2 Number of countries with BCtA member initiatives	66	0	67	The target was achieved in 2016
1.3 Number of countries home to BCtA member headquarters	42	0	46	The target was achieved in 2016
1.4 Number of high potential prospective member companies that BCtA has encouraged to consider IB annually	365	0	353	Please note that this number is cumulative.
1.5 Number of IB workshops	5	0	3	Austria, Colombia and Indonesia
1.6 Number of Outreach Events:				
Participation-only Events	17	0	-	
BCtA Co-Branded Events		0	-	
1.7 Number of enquiries about membership from non-members	70	0	59	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

2.2 Percent of BCtA members benefiting from referrals made (based on member needs/requests)	6%	0	11%	This percentage reflects the companies that requested linkages services from BCtA. All the requests were facilitated. In addition, the linkages option has been finalized and is offered in BCtA's website members only interface. This will allow us to track the percent of member companies requesting, and linked to 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 received from 2016 Annual Member Survey, indicating ratings for different BCtA activities.	2017 Annual Member Survey will be carried out in the fourth quarter.
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 responses are interested in tools and guidance on performance monitoring and impact measurement. 3 BIMS participating companies responded to the survey question and all of	2017 Annual Member Survey will be carried out in the fourth quarter.

			them think impact measurement is useful.	
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 reports, 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 January 2018.
3.5 Roll out of new mobile-based impact measurement tool	Yes	Yes	Yes	21 companies that signed the Terms of Agreement have completed the field trainings the initial data collection.
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; 2 reports	0	6 case studies, 2 SDGs report (Kenya and the Philippines)	6 BIMS case studies have been published; 15 more BIMS case studies have been drafted and will be published by the end of November.
4.2 Number of webinars and knowledge / sectoral events	5 webinars and 3 online discussions, 5 sectoral events	0	1 webinar and one sectoral event	One webinar on Agribusiness in ASEAN – Making the Case for Smallholder Inclusion with CSR Asia 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+	50	<i>In the period 1 Jan-30 Jun 2017:</i> 17 press releases, 5 blogs, 3 Guardian generated stories, 7 supplied stories, 5 newsletter stories, 1 video interview.

				<i>In the period 1 Jul-22 Sept: 10 press releases, 6 blogs, 4 newsletter stories, 1 video story</i>
4.5 Number of Flagship BCtA events: • NY UNGA Annual and other UN Event • Donor Joint Events	1 CSW event; 1 UN General Assembly event	0	0	
4.6 Number of attendees at BCtA events	2,000+ total attendees at BCtA events in 2016	0	159	Kenya launch: 109, Philippines: 50
4.7 Number of media mentions and publications featuring BCtA	100+	0	84 Media mentions, 4 CSR Report and 1 publication	BCtA's participation in the Multi-Stakeholders Advisory Committee led to the inclusion of 8 BCtA indicators on inclusive business in the inventory publication.
4.8 Webpage views	9,288 webpage views per month on average	0	10,131 a month	Monthly average as at Sept 2017
4.9 Social media followers	On January 1 st Facebook: 1503, Twitter 3002	0	As of 22 Sept: Facebook: 1677; Twitter: 3536 - Total: 5213	Cumulative for the year
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	432 BCtA reports visits	(From Jan-Aug 2017) - Philippines publication: 114; Kenya publication: 133; Uncharted Waters: 102; Measuring Impact: 83 - In addition, the Kenyan government requested 150 copies of the report to present at HLPF and other events in Kenya.
OUTPUT 5: Support for country-level mobilization around specific development issues				
5.1 Number of country-level engagements	3 focus-countries (Kenya, Philippines, Colombia)	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 (Philippines, Kenya, Colombia)	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	5	3 convenings organized for country-level issues in Kenya, Philippines and Colombia. In Colombia, 2 additional convenings were co-organized by BCTA and UNDP Colombia: - Role of the private sector in the localization of SDGs at the 7th National RSE Congress - Voluntary National Review (VNR) presented by the Government and supported by UNDP/ BCTA on how the private sector is contributing and measuring their work towards the SDGs.
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.
5.5 Number of consultations facilitated between: Companies and donor funded initiatives, donors, UNDP/UN system and governments	To be tracked going forward	0	12	Of the global figure reported in output 2.3, 10/12 were made in focus countries.

Phase III Logframe

Reporting on the 3-month period from June to August 2017 against our targets for the 12-month period for Year 1 of Phase III (From June 2017 to May 2018)

Outcome level

Indicators	Baseline (EOY 2016)	Year 1 target	Achieved (August 2017)	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 advanced towards this step 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 October 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 favorable responses regarding benefits of BCTA commitments and members, and value of impact measurement. 2017 Annual Member Survey will be conducted in the fourth quarter.
Outcome C: IBs increase their effectiveness and scale				
Members adopting good IB management practices	No indicators available	Define good management practices	Initial research conducted	-

		benchmarking/ tracking tool		
Number of follow-on commitments	4		4	Mahindra Rural Housing Finance, MUJI, Turk Telekom and Zoono have made follow-on commitments to expand access to home loans, strengthen local sourcing, and enable access to information and financial services for the BoP (as mentioned in phase II logframe)
Number of commitments that report growth	62% (58 out of 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	Achieved (August 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	353	Aggregated number of all types of outreach in 2017 engagement, including in focus countries, such as: <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	203	From January to August 2017 BCtA has welcomed 21 new company bringing the total number of members to 203.

1.3 Number of BCtA Commitments	Total 186 commitments (Target: 180)	-	211	Four of BCtA existing members have applied with re-commitments bringing the total number of BCtA commitments to 211.
1.4. Online and offline capacity building on SDG/IB Maturity Tool and management practices	To be tracked going forward	Implemented reaching 80 companies	450+	<ul style="list-style-type: none"> - From January 2017, the BCtA website analytics, 442 people took the IB Maturity diagnostics. - From June onwards, BCtA conducted 9 Inclusive Business Maturity workshops with the private sector in 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	3	<p>Co-hosted 1) Business Solutions for the Sustainable Development Goals (SDGs) during the UNGA 2017 - 70 attendees and 2) Partnership for Inclusive Growth: Private sector investment in the SDGs during the UNGA 2017 – 65 attendees.</p> <p>3) 2017 CSR Asia Summit: Future Proofing Sustainable Business (co-hosted session on Making SDGs Your Business)</p>
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	In progress	-
1.8 Global media and event partnerships	3 (Guardian, 3BL Media, TPI)	Key partners mapped, criteria for engagement defined, partnership established	1	Partnerships with Guardian and 3BL under renewal in 2 nd and 3 rd Quarter 2017, expected to be active Q4 2017.
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	<p>-October 2017: First version (Alpha site) of the lab to be launched</p> <p>-End 2017/Early 2018: Beta version of the lab to be launched</p>
2.2 Online and offline capacity building on impact measurement using BCtA's toolkit <i>Cumulative indicators</i>	To be tracked going forward	40	26	BCtA has already provided offline impact measurement trainings to 26 companies in Kenya (10), Philippines (11), and Japan (5). BCtA is going to launch the online 'Impact Measurement Lab' by

				October and will provide more online and offline trainings afterwards.
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	Forthcoming	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	0	-
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	6	Three media pieces have been published online. An article was written for the Swiss-Colombian Chamber of Commerce in August. - they have pushed back its publication to Sept. Three additional blogs by UNGA event private sector panellists on private-public partnerships for SDGs published in September 2017.
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	3	Cumulative number in 2017BCtA welcomed 3 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	87	<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:</p> <ul style="list-style-type: none"> - 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.
4.4 Country-level publication on IB contribution to SDG	To be tracked going forward	New targets start from 2018	0	
4.5 Number of SDG and IB public-private dialogues facilitated	To be tracked going forward	New targets start from 2018	0	