



BUSINESS
CALL TO
ACTION

2018
ANNUAL
NARRATIVE
REPORT

About BCtA

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

BCtA is a unique multilateral alliance among donor governments – including the Dutch Ministry of Foreign Affairs, the Swedish International Development Cooperation Agency (Sida), the Swiss Agency for Development and Cooperation, the UK Department for International Development (DFID), and with the United Nations Development Programme, which hosts the secretariat.

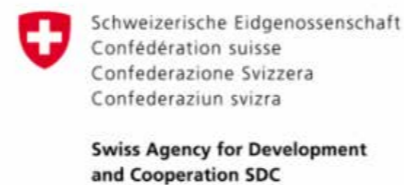
Over 230 companies, ranging from multinationals to social enterprises, and working in 70 countries, have responded to BCtA by committing to improve the lives and livelihoods of millions in developing countries through access to markets, financial services, affordable healthcare, water and sanitation, 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.



BUSINESS CALL TO ACTION 2018 Annual Narrative Report

OUR PARTNERS

Hosted by UNDP, BCtA is a multilateral alliance between key donor governments including:



Empowered lives.
Resilient nations.

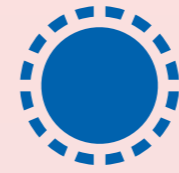


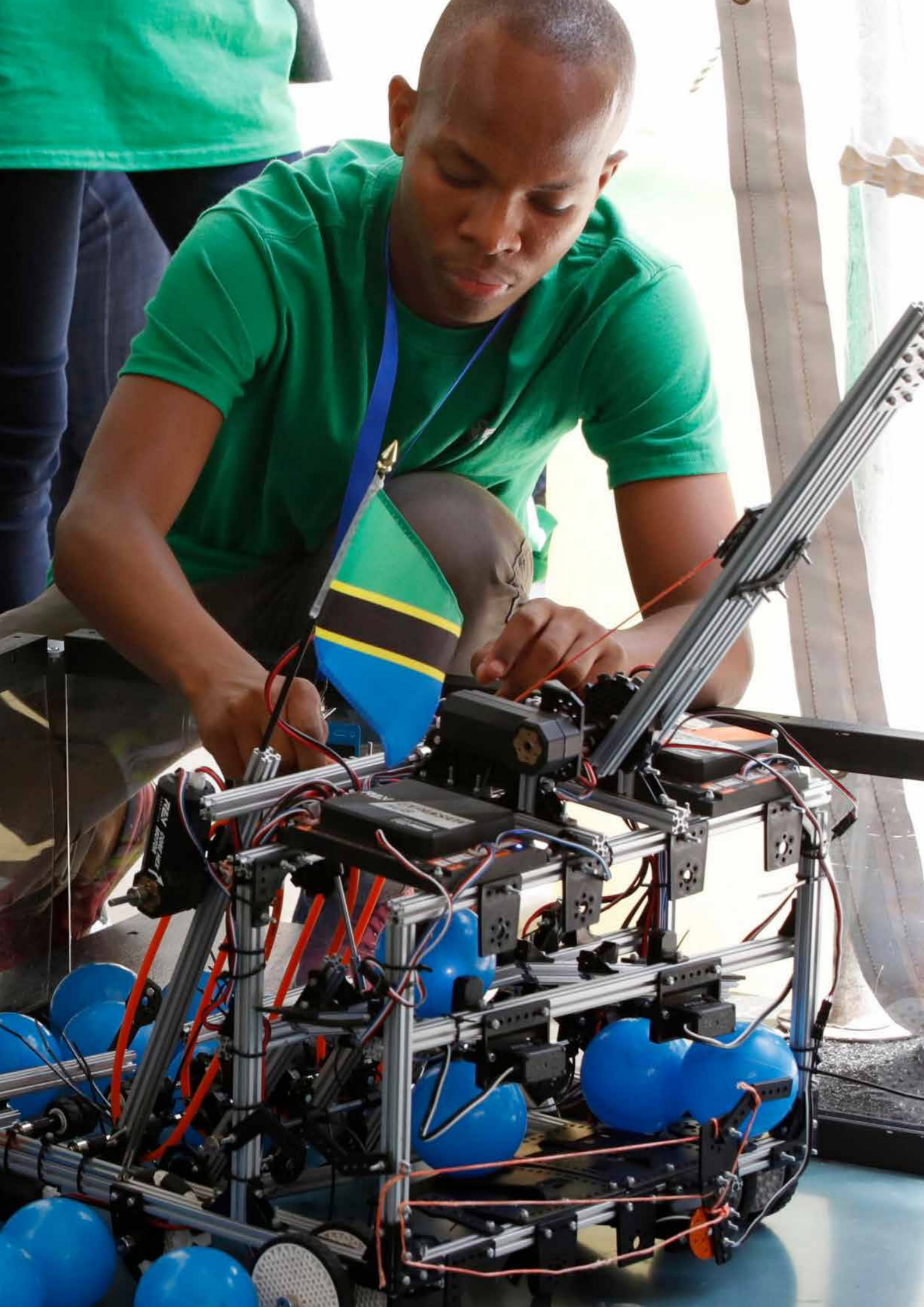
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1. Taking Stock of Our Progress

The narrative component of this Annual Report Phase III covers 2018 and provides up-to-date information on Business Call to Action's (BCtA) progress. In line with our programme cycle, the logframe in Section 3 of this report covers the specific reporting period 1 July-31 December 2018, which represents the first six months for Year 2 of Phase III (July 18 to June 19). The logframe for Year 1 (covering July 2017 – June 2018) is available in the Annexes.



As we march toward 2030, now is a good time to reflect on our work and ensure that BCTA's strategies aim for exponential impact, because traditional models aren't sufficient for transformational times. As a team, we recently took time to reflect on our achievements during 2018, and we are pleased to share our success in gaining traction on key initiatives, achieving our milestones and scaling up BCTA membership.

In 2018, we advanced well on our programme objectives. We have continued to build a strong global membership base, growing by an additional 21 companies, and expand our member presence into three new countries: Georgia, Nicaragua and Zimbabwe. Our efforts in Colombia and Bangladesh have paid off, with a rise in membership, increased local awareness and local capacities, and new partnerships to deliver our service offerings.

In an important milestone for us, the fully functioning BCTA online Impact Lab is not only fostering a new and stronger impact management culture for inclusive businesses (IB) but also allowing us to further develop our expertise in this area. In 2018, we also focused on women's empowerment and gender, prioritising this issue across all our engagement with companies. Our flagship publication on Women's Economic Empowerment and IB is, for the first time, capturing successful case illustrations from BCTA members. By taking a specific focus on IB and engagement with women living at the bottom of the economic pyramid (BoP) as producers, employees, distributors or consumers, this study makes an important contribution to the existing resources and tools on business, women's empowerment and gender equality. In addition, we have integrated gender considerations throughout the Impact Lab, encouraging companies to more actively reflect on their

gender impact and integrate key indicators. Our application process was also improved, and now includes new mandatory gender indicators.

With the rapid pace of technological development and the disruption it is causing in traditional business processes across industries, last September, we focused our Annual Forum around this issue, facilitating a dialogue on the responsible use of technology to achieve maximum positive impact on BoP communities. One of our most successful forums to date, we brought together business leaders from different regions, as well as entrepreneurs, IB champions within multinationals and other ecosystem actors for a lively and thought-provoking series of conversations that received positive feedback from panellists, attendees and our co-organisers. There are still a lot of questions on how disruptive tech can and will affect the BoP and IB, and we will continue working with our members and partners to drive intentional positive impact.

In December, we also published a flagship report on the state of inclusive business in partnership with Globescan, which surveyed over 193 participants. The study captured key insights and perceptions on the current state of IB and its outlook, as well as key risks and opportunities for growth. The report is a trove of information that we will continue leveraging in our work. Finally, we began new research into how IB can improve their management practices to increase impact, enhance long-term sustainability and support scale-up. Gathering information through surveys and in-depth interviews and workshops with over 20 companies, we will share these findings in 2019 and start building a tool that can help companies improve their own management practices in order to scale up their inclusive business impact.

2. Results Highlights



Growing our membership of responsible Inclusive Business (IB)

- As of December 31st, BCtA is on track to meet its membership targets with a total of **226 member companies and 237 IB commitments** contributing to the SDGs. In 2018, BCtA welcomed 21 new companies. Georgia, Nicaragua and Zimbabwe are **three new countries** where members are impacting the lives of smallholder farmers through improved access to finance, livelihood opportunities and providing micro-loans to women at the BoP.
- **BCtA fully rolled out its online application process**, with improvements on user experience for applicants, providing additional guidance, capturing key information about the company. BCtA strengthened the quality and variety of application indicators in order to better capture the breadth of company contributions to the SDGs – particularly SDG 5 (Gender Equality), SDG 8 (Decent Work & Economic Growth) and SDG 10 (Reducing Inequalities) – and better inform cumulative BCtA member impact. To optimize results reporting and align it with the new application, BCtA also **improved the online results reporting tool**. This has significantly simplified the reporting format for companies and presents an opportunity to reflect on actual performance to date versus the targets they set at the time of application.



Delivering value to our member companies

- BCtA has continued to provide **training** to companies, helping them advance on their IB maturity journey and contribution to the SDGs. BCtA delivered a Training of Trainers on the IB maturity journey to UNDP Bangladesh and UNDP Bosnia and Herzegovina, organised trainings for 21 companies in Colombia, Costa Rica and Honduras and delivered online masterclasses on Human Rights and IB. We have also seen continued use of our online tools: the [IB Maturity Diagnostics](#) toolkit website was visited 2,863 times in 2018 and the [Uncharted Waters](#) report was downloaded 155 times.
- In 2018 we finalised our online Impact Lab allowing us to scale **IB impact management** support services. The Impact Lab is designed to enable IBs to understand, prove and improve their impact with an SDG lens. Moreover, it integrates globally accepted standards such as the IRIS indicators and the dimensions of impact identified by the Impact Management Project. Going forward, successful roll-out of the Lab is key. In addition to being free for companies to use at their own pace, BCtA is also working on partnerships with UNDP country offices and impact accelerator programmes. Twenty member companies have signed up to become **Impact Champions**, and will undertake a full cycle of impact management using the Lab with hands-on training and guidance from BCtA.
- BCtA provided 24 companies with the **opportunity to speak at eight events** to share their IB experience. In addition, 31 members were featured in BCtA publications and articles, highlighting their work and results. These opportunities continue to be a key service offering to the BCtA membership.



Accelerating advocacy and fostering dialogue around key inclusive business issues and opportunities

- Building on [our webinar series on Women's Economic Empowerment and IB](#), which brought together IB practitioners who are leading the way in improving the lives of women in the communities they work in, BCtA published the [Women's Economic Empowerment and Inclusive Business: Opportunities for Growth and Impact](#) report. The report is intended as a tool for IB to gain a better understanding of the ways in which women's empowerment can be promoted, positioned and strengthened across their business. It provides recommendations for gender equality that can be replicated and scaled sustainably, as well as how IB can engage with diverse actors to foster better alignment on all efforts to achieve SDG 5.
- In December, we published our [State of Inclusive Business](#) report in partnership with Globescan. Report findings were based on a survey of 193 inclusive business actors and aimed to take the pulse of inclusive business globally to identify opportunities for growth, understand the challenges to their success, and gauge how the SDGs are influencing the way we do business. These findings were disseminated through a webinar engaging a new audience and supporting blog, which was published on our Guardian Lab and distributed through 3BL media, and will be instrumental for the future direction of BCtA.
- Following a request in early 2018 from the **G20 Development Working Group** under the Argentinian Presidency for UNDP to develop Operational Guidelines (OG) on IB, BCtA led the consultative process and drafting of the OG, which aimed to identify IB features or characteristics commonly used by leading institutions. The users are assumed to be Governments interested in further guidance to set up IB promotion policies, investors wishing to identify IB investments and companies interested in self-assessing their own models. The Government of France will provide funding to translate and test the guidelines and accompanying tool with french IB actors, and offer feedback for improvement.



3. Progress Towards Objectives

3.1 Growing our Membership Base and Demonstrating the Power of IB for the SDGs

Key objectives for member outreach in 2018

1. Increase BCtA's membership base to 225 companies with high quality, innovative, scalable IB commitments.
2. Encourage existing members whose commitments are coming to an end to make new commitments and/or scale existing models.
3. Continue to build a strong pipeline of potential member companies and encourage them to consider IB models.
4. Reach at least 50 companies through online and offline capacity building on the SDG/IB Maturity Tool.
5. Fully roll out the Insightly Customer Relationship Management (CRM) software in order to better track and report on outreach targets and BCtA projects and to communicate with stakeholders in a more consistent and relevant manner.

Membership

As of December 31, BCtA had 226 members. Over the course of 2018, we welcomed **21 new members with 21 new innovative commitments**, operating IB models in 36 countries. Our current pipeline has an estimated 615 companies.





BCtA welcomed inclusive business commitments in three new countries in 2018: Georgia, Nicaragua and Zimbabwe. BCtA's outreach efforts are largely proactive, including desk research, event participation, or word of mouth from other members or partners.

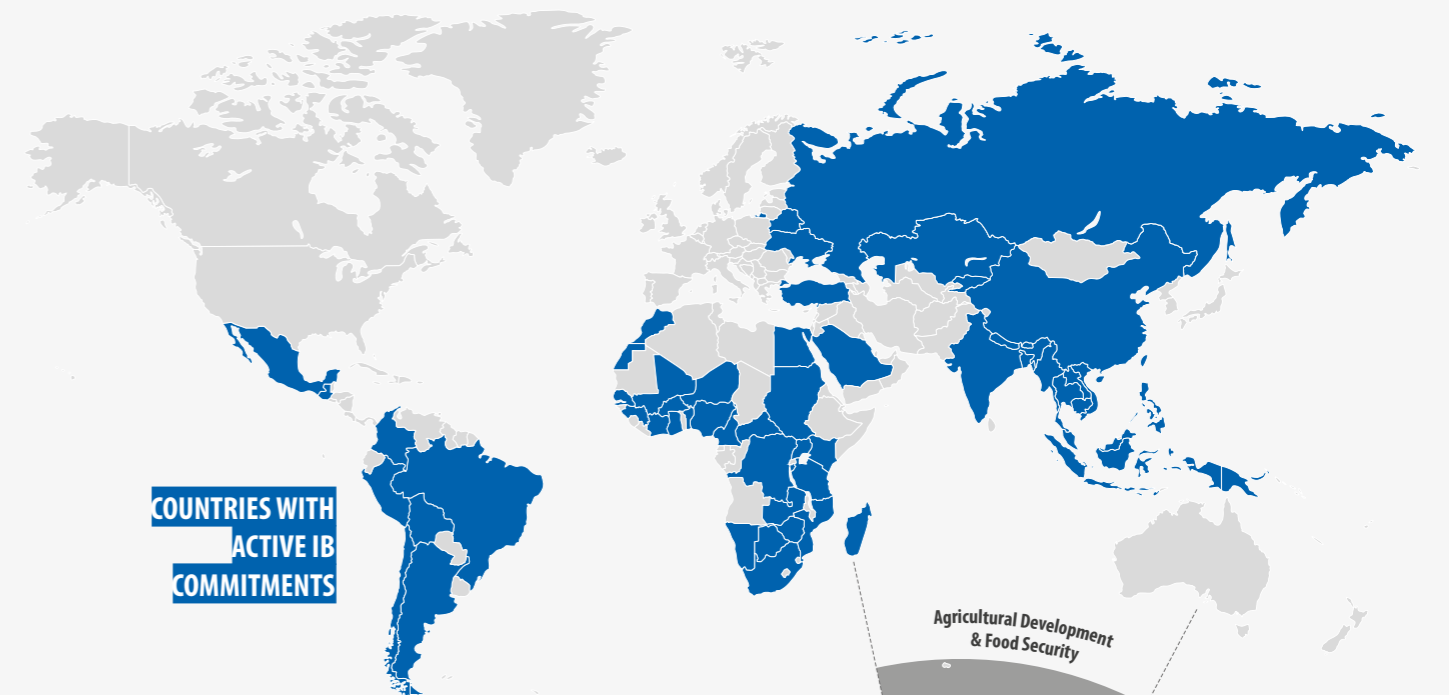
Almost three-quarters of new members (15 of 21) are headquartered and implementing their IB models in emerging markets, demonstrating a continued trend toward balance between companies from high-income and middle- to low-income countries.

Demonstrating that their business models are **scalable and can be replicated** in more than one country, 27 percent of all BCtA member companies (62 of 226) have active BCtA commitments in two or more developing countries. Of these commitments, half operate in multiple countries within the same region (predominantly Africa, Latin America and Asia) and half have a truly global, multi-regional presence. Furthermore, half of these commitments are working to improve inclusive business value chains, or have both value chain and products and services business model. Half are also performing well operationally and are in the scale-up phase, and more than half of them are Small and Medium Enterprises. This indicates that small and medium sized businesses, not only large multinational companies, are capable of successfully replicating their inclusive models across borders.

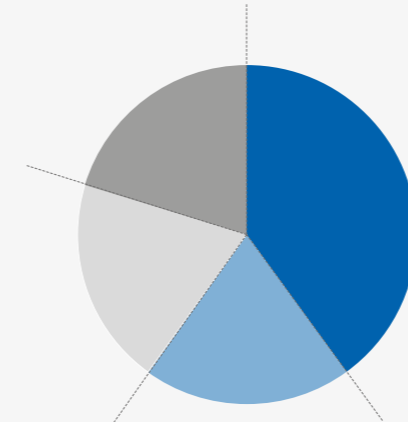
FIGURES FROM COMMITMENTS OF 21 COMPANIES

Typically for a 3-5-year timeframe:

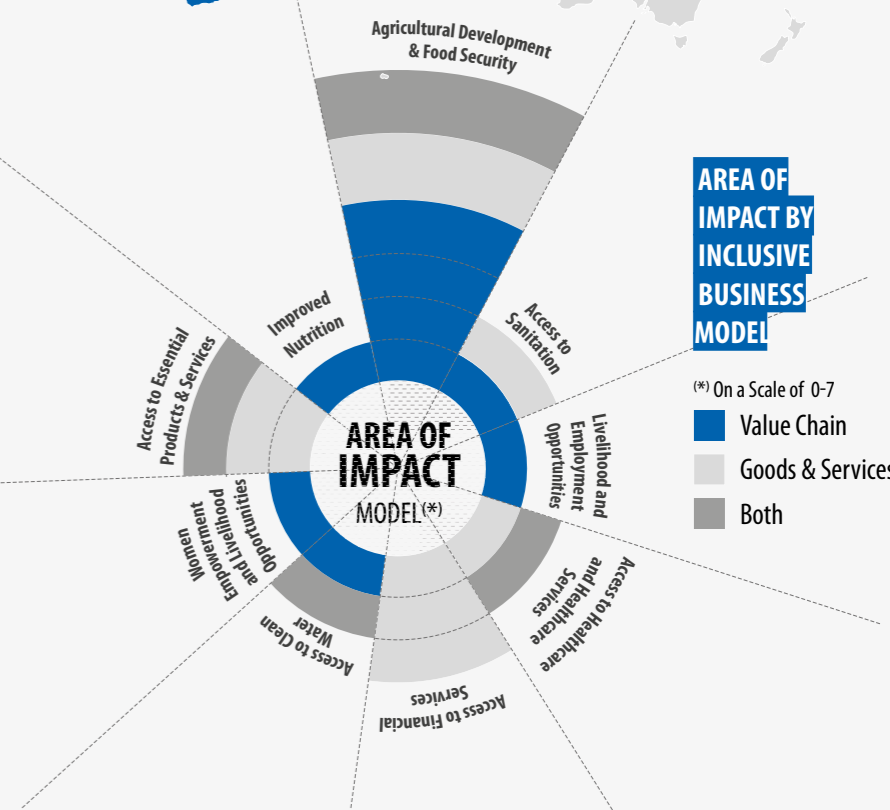
USD \$70m	TOTAL INVESTMENT	
	1.2m	People with increased productivity/revenue
	26.0m	People with improved access to healthcare services
	5.0m	People with improved access to education
	5.2m	People with improved access to water/sanitation



AREA OF IMPACT OF BCtA MEMBER COMMITMENT

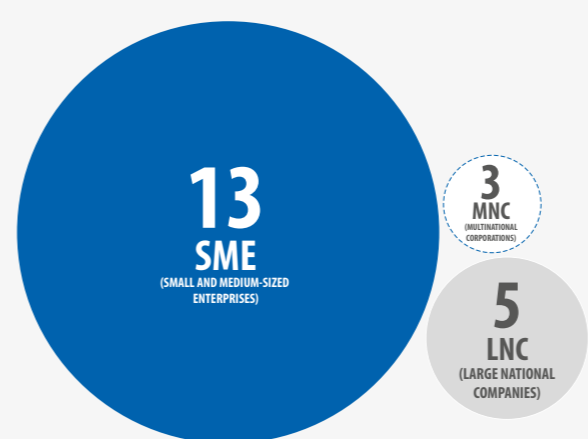


- Agricultural Productivity
- Providing Microfinance Products
- Access to Sustainable Energy
- Access to Water-Sanitation-Hygiene



(*) On a Scale of 0-7
 ■ Value Chain
 ■ Goods & Services
 ■ Both

OUR 21 NEW MEMBERS (Size of the New Companies)



OUT OF THE 21 NEW BCtA MEMBERS

- 9/ Include BoP populations in their value chain.
 - 8/ Offer essential product and services to the BoP populations.
 - 4/ Implement both models.
- 33% ARE LED BY WOMEN:** Crepes y Waffles, KMF, Pollinate Energy, Kuli Kuli, EcoLoo
- TEN (10) ARE FOCUSED ON WOMEN'S EMPOWERMENT:** KMF (By 2018, aims to have 260,000 active clients for its financial products, 50% of which will be women); GiftedMom (By 2020, aims to provide access to quality healthcare services to 500,000+ pregnant women, new mothers and children across 4 countries in Africa); Kuli Kuli (By 2020 Kuli Kuli will ensure that women are in leadership roles across all of their moringa suppliers)
- Signalling an increased focus on livelihood creation.*

ClimateEdge

ClimateEdge, a UK-based company provides farmers with the information they need to adapt to climate change through its tropical agriculture-specific weather stations (NEXOs) monitoring conditions on-farm. Its analytical software takes the data, analyses it and turns it into actionable climate smart adaptation information for smallholder farmers.

The company's commitment by 2022 through BCtA initiative is to:

- extend its services to 4000 smallholder coffee farmers in Latin America and Africa;
- improve its networks' smallholder farmer yield increases by 25%; and
- support the adaptation to Climate Smart Agriculture for 1000 smallholder coffee farmers.

Kuli Kuli Foods

Kuli Kuli Foods is a social enterprise aiming to combat malnutrition through the power of the *moringa* plant. The company improves the health and livelihoods of women in West Africa and Latin America by sourcing *moringa* whilst educating female smallholder farmers on its nutritional value and creating an international market for *moringa* based products.

As part of their BCtA commitment, Kuli Kuli aims to:

- engage an additional 500 female suppliers in West Africa and Latin America;
- ensure every household will have access to the nourishing power of moringa leaves; and
- plant over 1 million moringa trees in countries most in need

by 2021.



**NEW
MEMBER
SPOTLIGHT**

Thrive Microfinance

Thrive Microfinance is a Zimbabwean development microfinance provider specifically to women excluded from mainstream financial services. Thrive purposefully keep interest on loans low in order to include the marginalized with their loans.

As part of their BCtA commitment, Thrive aims to provide:

- micro-enterprise loans together with business management related training to 16,500 economically active poor women and girls; and
- micro-housing loans to 3,000 bottom-of-the-pyramid women and girls to enable them to build assets (dwellings) that cushion them against socio-economic shocks in Zimbabwe

by 2021.

BCtA Member Commitments to SDGs

Expected development impact by 2030¹



1. Numbers based on expected results throughout initiative lifetime (1-15 years) as reported by 205 members as of October 2017

2. Excluding GE Healthcare's commitment which focuses on technologies and delivery solutions intended to reach 5.8 billion people with little to no access to healthcare in multiple settings.

Renewing engagement of members. In 2018, we've increased our efforts to renew members whose IB commitments have expired or will soon expire. Most members' commitments are 3-5 years long, and given that since 2015 we've experienced important growth in our membership, to date over 40 percent of our member companies are eligible for recommitment. the BCtA

Renewal of members' commitments is an important indicator of scalability of member companies' business models and allows for their continued active engagement in BCtA's work. The 10 companies that have responded positively to our call for re-commitment to date appreciated the opportunity to be part of IB community of practice and to benefit from services offered by BCtA.

Supporting IB growth and contribution to the SDGs through online and offline trainings and awareness raising (full list of events is available in Annex 1)

In 2018, BCtA provided training to 46 companies, helping them progress on their IB maturity journey. Of these, 36 companies benefited from in-person workshops on the IB maturity journey and contribution to the SDGs. These workshops were held in Colombia, Honduras and Costa Rica and Bosnia and Herzegovina. In Bosnia Herzegovina, we adopted a Training of Trainers (ToT) approach building the skills of 25 development experts on Inclusive Business and Impact Management. ToT is a strong predictor of sustainability

as it holds the potential for up-skilling partners exponentially. We are closely collaborating with this group of experts and supporting them in this first phase of training local private sector actors. Workshop feedback was positive, with both the quality of the content and the relevance to their work rating highly.

Additionally, BCtA's online IB Maturity Toolkit was visited 2,863 times in 2018, while the BCtA Uncharted Waters report was downloaded 155 times, indicating the continuing relevance of this training for the private sector and IB actors.

Building an inclusive business Community of Practice in Turkey and Colombia

BCtA launched its Turkish Breakfast Series in Istanbul in November 2018. The series is designed to create a community of practice around inclusive business models involving Turkish BCtA member companies and multinational BCtA member companies with presence in Turkey. Thirteen representatives from eight companies across a range of sectors including agriculture, food processing, textiles, telecommunications and financial services participated in the first event. It received positive feedback from participants, who found the approach of exploring cross-cutting topics relevant to IB informative. Based on input from participants, and leveraging UNDP's expertise, the next sessions will focus on women's empowerment and climate change.

In Colombia, the second of a three-session [breakfast series on the inclusive business ecosystem](#) was conducted in October with CECODES (WBCSD Colombian Chapter), focusing on the infrastructure sector. Seventeen representatives from the private sector, national government, academia, civil society and development agencies participated in the Bogota-based workshop. Participants deepened their understanding of social infrastructure, which aims to tackle inequality, reduce

poverty and combat climate change through the use of basic physical and organizational structures and facilities in a society, including alternative energy, smart transportation, information and communications technology (ICT) and water, hygiene and sanitation (WASH) solutions. Participating companies and government entities identified opportunities to include BoP populations in their value chains managing and maintaining the infrastructure, in addition to targeting them as consumers.

3.2 Key Insights that Emerged from our Work in Colombia and Bangladesh

Key objectives for BCtA's country level work in 2018

1. Encourage quality private sector commitments to achieve the SDGs through IB.
2. Continued engagement on IB and SDGs through partners in focus countries; assess opportunities for further engagement, tailored service offerings and relevant policy inputs.
3. Carry out capacity building activities and deploy BCtA tools and services in focus countries, including SDG/IB Maturity Tool and Impact Measurement Tool (by December 2018 at least four capacity building activities and 40 companies reached in both Bangladesh and Colombia).

Focused efforts in Colombia and Bangladesh led to impactful commitments from four new BCtA member companies in 2018. BCtA continued to foster strategic partnerships with local players in both countries in order to better advocate for inclusive business and capacity building tools. In Colombia, for example, together with GRI and UNDP Colombia, BCtA supported the Colombian government in capturing private sector contribution to the SDGs. The success of the project made it a suitable model to pilot in other interested countries who wish to measure private sector support of the SDGs. In Bangladesh, BCtA's cooperation the UNDP Innovation Hub paved the way to position BCtA as the preferred vehicle for private sector engagement and impact management in the country.

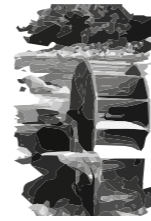


COLOMBIA

As of 31 December 2018, BCtA had 12 members with an active presence in Colombia, engaging BoP populations in their value chain as well as clients, in the agroindustry, financial services and health sectors. Five new companies joined in 2018, including:

Bancalimentos provides commodities to rural families, such as medicine, agricultural inputs, staple foods and other services such as microcredit in exchange for organic waste and recyclables.

Bancalimentos then sells the gathered trash as raw material to the recycling industry, and with the financial return purchases large volumes of basic food, medicines and other basic goods that are then sold at affordable prices to rural BoP populations. The company joined in September with a commitment to increase food security and generate sustainable incomes for 12,500 people by 2022.



aQysta, a clean-tech Dutch start-up, joined BCtA in October 2018 with a pledge to bring its affordable, clean-energy water pump to 10,000 smallholder farmers globally to save 300 tonnes of greenhouse gas emissions, while improving crop yields and incomes by 2021. As part of their scaling commitment, farmers in Colombia will benefit from the pump, a tool that secures water for crops all year round.

BCtA, in partnership with UNDP Colombia and GRI, supported the National Government to develop a [Voluntary National Review](#) (VNR) capturing private's sector contribution in localizing the SDGs, which was presented in New York during the High-Level Political Forum (HLPF) in July 2018. Seventy companies from eight sectors reported on sustainable indicators by using SDG technical sheets developed by BCtA and UNDP, with the support of the national association of banks in Colombia. The VNR findings include: *(see diagram below)*

Recommendations moving forward included developing a measuring mechanism to capture a country's SDG vital signs, promoting private sector reporting, and including indicators to measure impact along the supply chain in addition to SMEs contribution. As a result of its valued contribution, was invited to participate in a follow up webinar, *How Corporate Reporting Can Help Inform National SDG Review Processes*, held by the UNCG Academy in January 2019.



- SDG 6:** 94% of the participating companies reduced the rate of water consumption between 2016 and 2017. However, only 20% had water reuse processes.
- SDG 7:** In 2017, 90% of the reporting companies decreased their average electrical energy consumption by 6.2%, compared to 2016. In addition, 15% reported using non-conventional renewable energies in their production processes.
- SDG 11:** 79% of reporting companies made an average annual investment of about US \$1.5M
- SDG 12:** 17 out of 70 companies increased their recycling practices to produce new products, growing from 20.9% in 2016 to 25.2% in 2017.
- SDG 15:** 50% of reporting companies recognised having an impact on biodiversity.

Colombia Voluntary National Review Key Findings: Private Sector Contribution to the SDGs

This initiative has encouraged public-private dialogue around the SDGs, which allows governments to access relevant information and data that enables them to track progress and setbacks, and analyze trends, gaps and opportunities that will serve provide the foundation for developing sustainable business ecosystems and shape supportive local and global policies. In addition, the initiative increases visibility of the private sector's contribution in localizing the SDGs.

In November, BCtA was invited to present at a GRI and United Nations Development Group-led webinar, [Using Data to Measure Progress on Sustainability and the SDGs](#), which analysed Colombia's VNR process. The webinar examined how various interests, stakeholders and initiatives were aligned around the SDGs, as well as data gathering of non-official data and its incorporation into national progress reports.

Positioning BCtA within Latin America

UNDP country offices in Mexico, Dominican Republic and Peru have reached out to the Colombia country office to explore the best way to engage with BCtA and promote IB in their countries. Initial conversations with Peru and the Dominican Republic took place, as both countries are starting to work more closely with non-governmental entities and are therefore trying to understand how to effectively engage the private sector vis-a-vis the SDGs in a responsible and sustainable manner. Mexico expressed an initial interest in learning from Colombia's VNR Private Sector Pilot as they have officially launched their Private Sector Platform for the 2030 Agenda and would like to measure the sector's contribution in the localization of SDGs. For all interested countries, BCtA will continue to engage in order to define if and how inclusive businesses will be prioritized among other private sector-related actions.

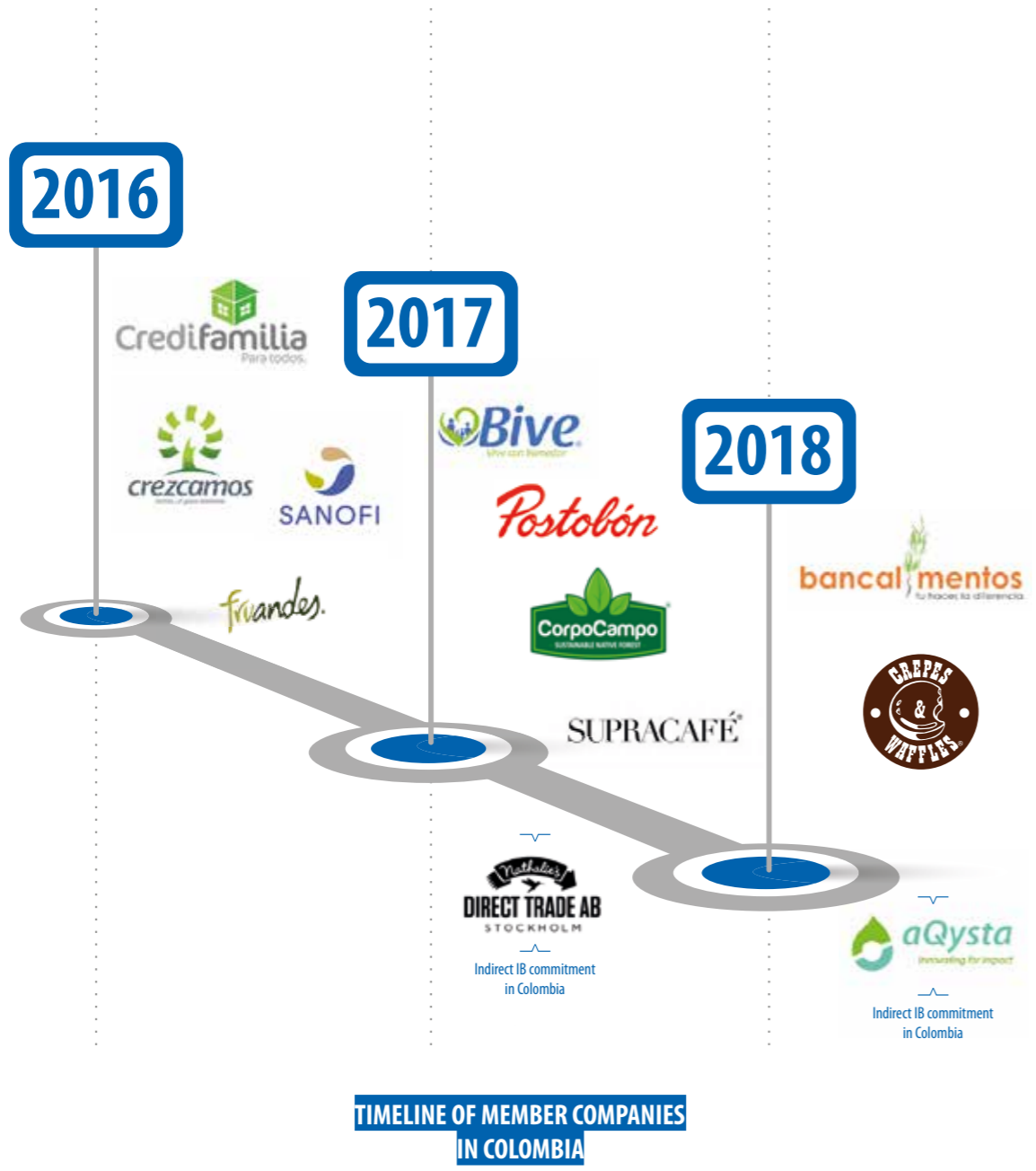




Photo credit: XXXXX



31

In total, thirty one companies have been identified as potential BCtA members in 2018.

Unilever Bangladesh

First new member company under our collaboration with the UNDP Innovation Hub, and two additional companies, Sokhipad and Pragati Life Insurance, are in the final stages of application.

BANGLADESH

BCtA deepened its engagement in Bangladesh, working closely with their [UNDP Innovation Hub](#) team in 2018. BCtA has received a positive response among Bangladeshi companies implementing IB models, especially among the garment sector and financial institutions. Unilever Bangladesh became the first new member company under our collaboration with the Hub, and two additional companies, Sokhipad and Pragati Life Insurance, are in the final stages of application. In total, 31 companies have been identified as potential BCtA members in 2018.

BCtA is also being positioned as a One UN initiative supported by UNICEF, UNDP and ILO who will promote BCtA as a partner of choice for private sector engagement and SDG-focused impact management in Bangladesh. A key focus of this effort is to demonstrate the private sector contribution to employment; given the concern in the country around jobless growth.

In October, UNDP co-organized an IB conference in Dhaka with HSBC, a leading banker among Bangladesh's biggest garment brands and a strong advocate of IB in Bangladesh. The purpose of the event was to create a call for action for compliance among garment brands. HSBC showcased BCtA member company DBL Group as an exemplary model of a company that is both complying with standards and conducting ethical business while also making profit.

BCtA has also been included in a Humanitarian Accelerator proposal that UNDP Innovation Hub submitted to inspire companies to work in relieving the plight of Rohingya refugees. While the initiative is still in its early stages, the aim for BCtA involvement is twofold: 1) to promote the BCtA Impact Lab among companies in the accelerator, 2) to build a pipeline for BCtA membership as companies reach a certain stage of maturity in the accelerator.

3.3

Building capacity for BCtA Member Companies and IB to Measure and Manage Impact on SDGs

Key objectives for impact measurement and reporting in 2018

1. Complete online Impact Lab development and release Modules 3 and 4.
2. Build companies' capacities on impact measurement via online and offline training on BCtA impact measurement and management approach.
3. At least 60 percent of BCtA members provide annual results using the newly launched online reporting tool.
4. Strengthen partnerships with key players in the field of impact management.

BCtA Impact Lab

In September 2018, BCtA launched the full version of its online Impact Lab with four distinct modules that enable companies to measure and manage the impact of their IB initiatives with an SDG lens. The Impact Lab incorporates BCtA's impact approach, building on key lessons from the BCtA Impact Management Services (BIMS) as well as feedback from BCtA's impact working group that consists of impact investors, IBs, impact measurement practitioners, academic experts and UNDP experts. BCtA has also built a strong partnership with the Impact Management Project (IMP), incorporating IMP's five dimensions of impact within the Impact Lab to further enable Lab users to assess their impact goals and performance.

For the Impact Lab roll-out, BCtA has a three-pronged strategy:

1. **To provide hands-on support** to up to 25 member companies who have signed up as Impact Champions to measure and manage their SDG impact using the Impact Lab. At the time of publishing this report, 21 member companies ranging from multinationals to SMEs and contributing to diverse areas of impact have committed signed up, out of which six are based in BCtA focus country Colombia;
2. **To partner with UNDP country offices** and impact accelerator initiatives who will use the Impact Lab with the companies they work with. BCtA conducted webinars on impact management highlighting BCtA's Impact Lab with 20 start-ups in Philippines and Bangladesh. BCtA is also engaging UNDP offices in Armenia, Moldova and Pakistan.
3. **To position the Lab to a wider IB audience** (including BCtA members and partners) as a global public good available for companies to use at their own pace for SDG impact measurement and management. BCtA presented the Lab on two webcasts organized by the ANDE chapter in Brazil and 3BL media. At the time of this report, over 250 users have signed up to the Impact Lab.

By June 2019, we expect 60 companies in total to be actively using the Impact Lab to measure and manage their SDG impact, which means they will have completed the first two modules and have a clear plan to collect data and input it into the Impact Lab in order to improve their impact management practices.



[BCtA Impact Lab website:](#)
Landing page(s)



Positioning BCtA as a Leader in Impact Management

In 2018, BCtA positioned itself as a vital partner for impact measurement and management across UNDP. In December, UNDP's newly launched private sector service offering **SDG Impact** invited BCtA to present its Impact Lab as a concrete tool available for companies which already integrates the IMP dimensions. BCtA also conducted impact sessions for UNDP colleagues at the Regional Bureau for Europe and Central Asia (RBEC) as well as new donors from Europe and the Commonwealth of Independent States (CIS) highlighting its impact services, experience and tools.







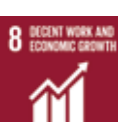
BCtA continued to engage companies and stakeholders to build capacity and share knowledge and experience on impact management through workshops, webinars and participation at training events. BCtA is well positioned as an

expert in the impact management space, evidenced by its participation in forums such as the Metrics from the Group Up conference organized by **Aspen Network of Development Entrepreneurs (ANDE)**, the **UN World Data Forum**, the **Oxford Impact Management Programme (OIMP)** and UNDP's recent **SDG Impact initiative** for the private sector in partnership with the **Impact Management Programme**, reaching over 600 participants.

BCtA also led an Impact Clinic in August 2018 with 10 Islamic Finance Impact Investor companies in Pakistan, sharing its approach and tools such as the Impact Lab with the participants.

At these events, BCtA shared insights from the BCtA Impact Management Services (BIMS) experience of working directly with companies, its approach and tools in the Impact Lab and alignment between the SDGs and Impact Management. BCtA also had a chance to understand companies' needs and interests around impact management, further informing its service offering in this field. A number of potential collaborations have emerged from these engagements including with MIT D Labs, Youth-Co-Labs and the Lutheran World Relief.

RESULTS BY SELECTED INDICATORS ²

	30m	Low-income individuals gained Access to Financial Services (3 companies)
	27m	Low-income individuals with increased access to healthcare services (2 companies)
	250k	Low-income individuals receiving training/education (21 companies)
	43%	Full-time jobs created by IB initiatives were for women
	500k	Low-income individuals with improved access to sanitation (3 companies)
	1.6m	Number of low-income individuals with improved access to clean energy (6 companies)
	20k	Number of full-time jobs generated within the company (36 companies)

² We are currently modifying our application and reporting systems to receive full reporting in job creation and gender results.

Annual Results Reporting

After nine months of membership, BCtA companies are requested to report on their active IB commitments. In 2018, BCtA initiated its online reporting service, allowing companies to record their results online via their BCtA online account. With the companies' commitment indicators and corresponding targets pre-populated on the reporting page, this made reporting much easier for companies. The system was initiated in June 2018 and, as of end of December 2018, two-thirds of the 120 companies due to report had submitted their reports, exceeding the 60 percent target for annual reporting.

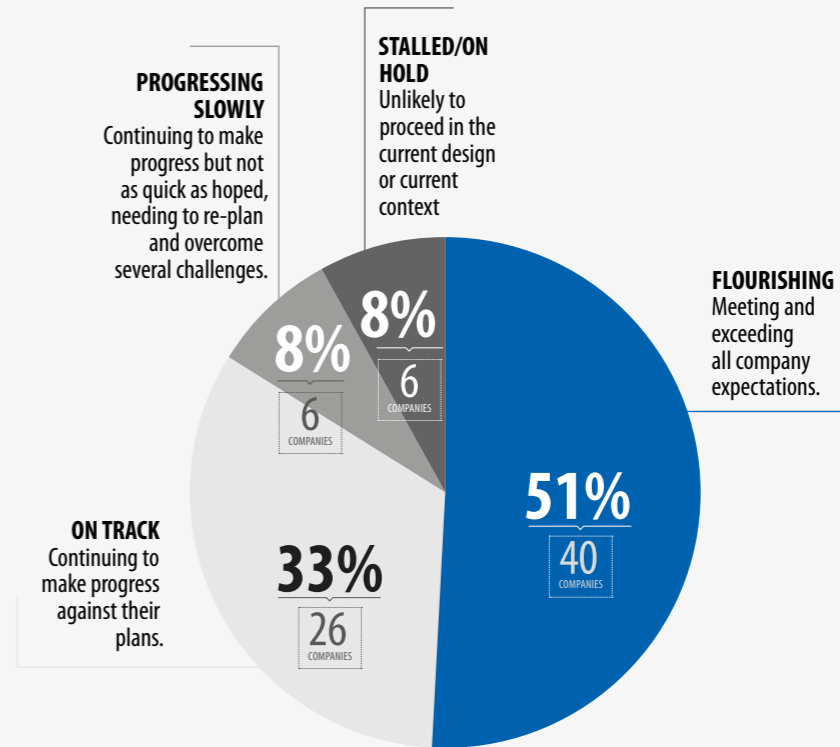
Results reporting revealed that 51 percent of all initiatives are on track, 8 percent are flourishing, 33 percent are growing slowly, and 8 percent are on hold. Forty-four percent of initiatives are commercially sustainable, 46 percent are advancing to commercial sustainability and 10 percent are not commercially sustainable. Commercially sustainable initiatives are highest in the financial services sector and lowest in the agriculture and food sectors. Interestingly, two of all three education initiatives that reported are not commercially sustainable.

We do not observe significant differences across geographical locations or company types (e.g. SME, LNC, MNC) in terms of commercial sustainability or growth.

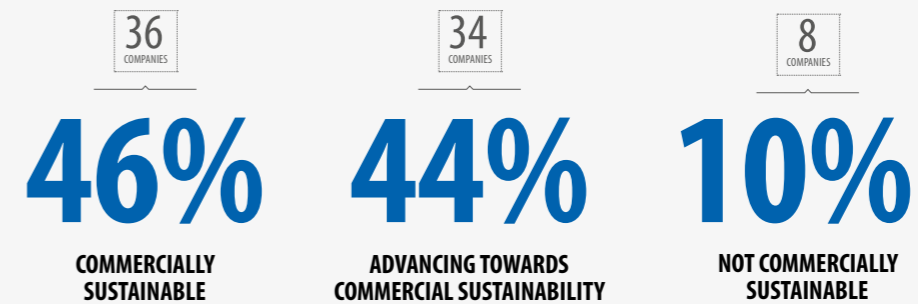
Initiatives that report being on track or flourishing mention engaging stakeholders, integrating IB practices into current systems, developing IB-relevant skills among teams, targeting R&D for the BoP market, and monitoring performance and measuring impact as contributing factors. Those companies that are progressing slowly on their initiatives highlight challenges around last mile distribution, marketing and sales, balancing quality and affordability of products/services, and a high level of dependency on partners. As for the challenges/learning, the importance of engagement with and support from local authorities, unions, community leaders and also difficulties in working with the government were the most cited reflections.

ANNUAL RESULTS REPORTING

Progress Of The Initiative (%)



Commercial Sustainability (%)



3.4 Supporting the Growth and Scale Up of Inclusive Business through Research

BCtA research tackles the complex and persistent challenges of global poverty and inequality as it relates to IB. Our research is informed by our members' journeys and insights. We take a multidisciplinary approach and work with an international network of partners to develop research which we actively seek to see applied in IB policy and practice.

Women's Economic Empowerment and IB

Building on the [webinar series on Women's Economic Empowerment and IB held in February 2018](#), we published a report that seeks to catalyse and promote private sector action at the BoP through IB with a specific focus on women's economic empowerment. The webinars brought together IB practitioners who are leading the way in improving the lives of women in the communities they work in. Examples included Bata and DBL, who are co-creating products with local women and training and mentoring women employees and suppliers in Bangladesh, as well as thought leaders like Mahindra Rural Housing Finance and AFRIPads, who are advocating for essential policy and regulatory environment change in India and East Africa that will enable businesses to make the systemic changes to contribute to empowering women along their own value chains.

By imparting the voices of companies and industry experts, BCtA aims to recognise and share IB efforts, learnings and success stories of women's empowerment and build on evidence that it makes "business sense" for companies to address gender inequality while pursuing inclusive growth strategies. Evidence shows that empowering women economically not only promotes their wellbeing, but also drives broader growth, financial performance and long-term business resilience. Including women in core business decisions and operations not only improves the lives of people making, selling, and buying products, but ensures stable and efficient supply chains, develops and retains a more diverse pool of talent and enables businesses to reach new consumer segments.

Looking forward, more research remains to be done on understanding the position of women at the BoP, the barriers they face daily, their most pressing needs and aspirations, as well as the greatest opportunities that exist for them. The digital era has opened new windows of opportunity for inclusive business to contribute more significantly to gender equality. Building on the Digital Revolution, the Fourth Industrial Revolution could improve female participation in economic life and enhance the economic and social autonomy of women in several ways. Engaging closely with local partners, we intend to grow our focus on these specific opportunities for IB and work with our members to empower women.

Management Practices for IB Success

Over 80 companies have been engaged in the IB Management Practices research through both a survey and one-on-one interviews. This research is funded by DFID under the [Business Innovation Facility](#) Business Replication Fund; other include Business Fights Poverty, Endeava and Accenture Development Partnership.

Companies engaging in BoP markets are often faced with unfamiliar contexts and with new kinds of customers and suppliers, thin and volatile operating margins and long timeframes to scale and produce financial returns. Up-front expenditure is often needed to stimulate demand for new push product categories, or to improve supplier capabilities. To achieve IB growth and scale, companies not only need to have the right products, services and business model, but also the appropriate management practices that allows them to operate effectively in low-income markets. This research aims to develop a tool identifying key management practices used by companies implementing IB to address the specificities of BoP markets. Once the typology is developed and validated, an online tool will be created allowing companies to assess the extent to which they are adopting IB management practices and how they can improve over time. This research started in April 2018 and is expected to be finalised by the second quarter of 2019.

Supporting member companies integrate and promote Human Rights

2018 marked the 70th anniversary of the [Universal Declaration of Human Rights](#), and we took the opportunity to work with our members to identify, exchange and promote best practices and lessons learned on the promotion of respect for human rights in their IB models.

IB entails working directly with low-income and often vulnerable populations. BCtA, together with [BSR](#), delivered a series of tailored human rights courses for its members as part of a Human Rights and Inclusive Business Masterclass in October, and created a supporting toolkit which is now [online](#). More than 10 BCtA member companies were engaged in the development of the Master Class and several were featured in the case studies, and more than 200 people registered for the seven sessions. As of 31 December, the toolkit had been accessed 349 times, and content relating to the toolkit viewed 1,366 times. Using the lens of the [UN Guiding Principles on Business and Human Rights](#), the trainings and toolkit aim to help companies both "know and show" that they understand their impact on human rights and are equipped to identify and proactively manage relevant issues. The trainings include modules on data privacy, four sectoral deep dives, one basic business and human rights training, and an assessment tool. They are available on the online toolkit. BCtA anticipates that key users will be SMEs who are likely less exposed or have more limited resources to access this type of training.

The State of Inclusive Business

BCtA, together with GlobeScan, conducted a survey on the State of IB with companies and key IB professionals to capture insights into the current state of IB, and identify common perceptions on challenges and opportunities laying ahead. BCtA and GlobeScan hosted a webinar in December sharing the findings of the survey and discussing its implications with the broader IB community, with analysis led by Professor Stuart Hart, a leading figure in the IB field. The webinar had 193 participants register from MNCs, LNCs, SMEs, and inclusive business actors. Key findings from the report include:

- **Companies are heeding the clarion call of the SDGs:** Four out of five companies say SDGs had influenced their decision to engage in inclusive business.
- **IBs helping to ensure we leave no one behind:** Two-thirds of respondents say inclusive businesses are doing what

they are intended to do – lifting people out of poverty and reducing inequalities.

- **IBs are not just growing, but also expanding:** Most companies are inclined towards expanding existing inclusive business models into new markets or partnering to achieve deeper or greater scale, rather than acquiring existing inclusive businesses.
- **There are shared barriers to success:** Two thirds of those who have an active inclusive business list a lack of access to sufficient financing as greatest barrier, while 59 percent say that restrictive or unsupportive government regulations pose the greatest risk to the success of an inclusive business initiative.

3.5 Knowledge Management and Communication

Key objectives for Knowledge Management and Communication in 2018

1. Position BCtA website as the go-to platform for the latest development and knowledge on IB.
2. Stimulate BCtA social media accounts to reach and engage diverse and strategic online audiences, through a mix of formats, partnerships and distribution methods.
3. Advance BCtA knowledge management systems to efficiently capture the explicit and tacit knowledge produced by BCtA, its members, partners and relevant stakeholders, and ensure the strategic use of this knowledge to catalyse learning and evidence.
4. Maintain BCtA as an authority in the field of IB with sought after and recognised expertise by stakeholders.



Our Thought Leadership

BCtA continued to position itself as a thought leader in the space of IB and sustainable development in 2018. Combining passion with technical expertise, we successfully built messages and stories that project the power of IB for development. We have been working closely with our members to define and strengthen their visionary ideas, ensuring they stand out and connect powerfully to their business goals and the SDGs. Our main objective is to create thought leadership that inspires action.

In 2018, BCtA published 25 blogs and opinion pieces by both BCtA team members and member companies in 2018, including 12 on our Guardian lab (complemented by 6 stories produced for the site by The Guardian). This is a 31 percent increase on the number of blogs published in 2017.

For a full list of blogs, see Annex 3. Here are some of our highest-performing blogs:

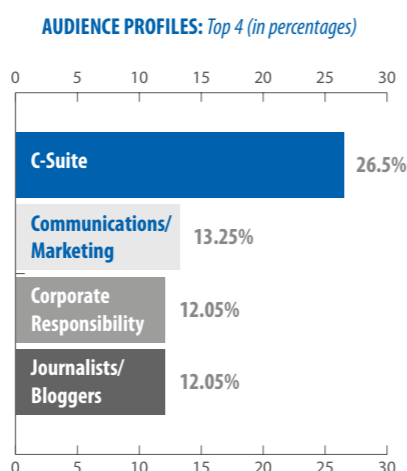
1. Promoting peace in Colombia by helping farmers embrace sustainable agriculture, by Edgar Montenegro, Corpocampo
2. Why we should rethink how to empower women in emerging markets, by Jessica Alderman, Envirofit Impact Measurement Impacting Lives, by Vava Angwenyi



TIME SPAN:
1 January 2018 –
31 December 2018

32,111
USERS VISITED
BCtA'S WEBSITE
WITH **137,294**
PAGE VIEWS

85% NEW VISITORS
THIS IS AN INCREASE OF OVER
32% COMPARED TO LAST YEAR



- The Future of Household Energy in Emerging Markets Will Be Safe, Convenient and Online, By Ron Bills and Nate Harper, Envirofit International
- Finance for vulnerable populations: why blockchain might be a force for good, by Tatsiana Hulko, BCtA
- 5 steps you can take today to start measuring your business impact, by Rabayl Mirza

Our Media Presence

BCtA's partnership with the Guardian was renewed in April and will run for 24 months. This partnership places BCtA at the heart of a global thought leading conversation about how to accelerate progress towards the SDGs and help raise awareness for the role BCtA plays in challenging and helping businesses to develop IB models that engage people at the base of the economic pyramid.

The Guardian's open, independent approach to international development has yielded fantastic results, significantly increasing BCtA's online visibility in relation to IB and helped spread debate and discussion among our readership. The partnership has enabled us to dig into the opportunities IB

models provide, bringing together diverse and influential voices from across sectors and geographies.

Many of these blogs were also featured on external websites, such as Business Fights Poverty, iBAN, UNDP and 3BL, and are performing well in terms of views across all platforms, which indicates that the topics are relevant to our readers, and we are using the right platforms to share them.

Our Digital Footprint

BCtA updated its newsletter template and published four newsletters in February, May, August and November 2018, 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 IB platform among a range of stakeholders. In 2018, 50 news briefs on BCtA members and IB issues were produced for the newsletters, including event notices and new member spotlights. The improved viewer readability and presentation is showing results, as we are seeing significant improvements in the readership compared to previous years. For instance, the May issue was sent to 2974



TIME SPAN:
as at 31 December 2018

38,371
NUMBER OF UNIQUE USERS
TO THE GUARDIAN LAB

WITH **49,402**
PAGE VIEWS

READERS SPENT AN AVERAGE OF
3:16 MINUTES
THIS IS MORE THAN DOUBLE THE GUARDIAN AVERAGE



subscribers of which over 45 percent opened and 21 percent clicked through to read the full stories.

Also contributing to visibility and helping to position BCtA as a thought leader in the IB space, social media activity to date in 2018 highlights include:



The Most Popular Account on Inclusive Business on the Twittersphere: BCtA Account remains the most followed account with 4,282 followers as of 31 December 2018.

Influencing a growing public with 53% increase in the impressions of BCtA tweets (341 tweets published with 512,400 impressions, compared to 273,300 impressions from 296 tweets in 2017).

Garnering greater audience interaction BCtA tweets were liked on average 1.5X more compared to the same period in 2017 (Total tweets were retweeted 1,085 times and liked 1,773 times, compared to 797 retweets and 906 likes in 2017).



Facebook: the number of followers grew from 1,727 on 31 December 2017 to 1,920 on 31 December 2018, bringing total social media followers to 6,381, an increase of almost 1200 followers across the three platforms compared to 2017.



LinkedIn: Our LinkedIn group, established in February 2018, is allowing us to continue building our community and fully engage with our audience. Readers arrive on LinkedIn already thinking about their work, ambitions and professional identities and are more likely to participate in a substantive discussion about issues than on other networks. Our LinkedIn community, comprised of 179 followers, is growing monthly.

Our participation at and organisation of key events and forums

BCtA hosted and actively participated in key events at the local, regional and global level. Through the events we hosted and co-hosted, we managed to curate a dynamic and inspiring space for business leaders and partners from across all sectors to come together and explore new IB models. These events helped us shape and amplify the work of those dedicated to accelerating new ways of thinking about IB, raise awareness on IB and the SDGs, create thriving communities of practice around IB topics, facilitate linkages and stimulate dialogue with public and private decision-makers, policy-framers, businesses, investors and others. Moreover, convening and participating in such events provides further visibility to BCtA members and contribute to deliver on our key member value.

This year, the BCtA secretariat was once again regularly invited to speak at global, regional and local events. Speaking interventions are an essential part of BCtA's global outreach and we did our best to fulfil as many of the requests as possible while remaining strategic in the selection of these events. We actively took part in 16 leading global and regional events. Going beyond the usual audience of IB practitioners, we managed to reach sectoral, regional and issue-based events. The full list of the events is available in Annex 2.

The 8th BCtA Annual Forum

The BCtA Annual Forum, [Technological Disruption in the World of Inclusive Business](#), was held in September in NY. Over 120 business leaders, development actors and innovators met on the sidelines of the 73rd United Nations General Assembly to discuss digital tools that are disrupting the traditional ways of doing business and bringing the ambitions of the development and private sectors closer. Speakers inspired with their insights into how they are using digital technology to disrupt traditional ways of doing business and maximize the impact of their IBs towards the SDGs, which were highlighted in [this video](#).

Panelists highlighted the importance of strategic partnerships in this era of disruptive technology. Put simply, to innovate in today's economy, partnerships between companies and NGOs, governments, multilateral organisations and civil society can become our greatest opportunity. Solutions were discussed looking at their feasibility and scalability, potential to address truly global challenges, degree of supporting advocacy, and applicability to market failures beyond the scope of government and industry.

iBAN was a supporting partner, while Endeava, Global Solutions Summit and BfP were outreach partners. Media coverage included the Guardian and Real Leaders business magazine.

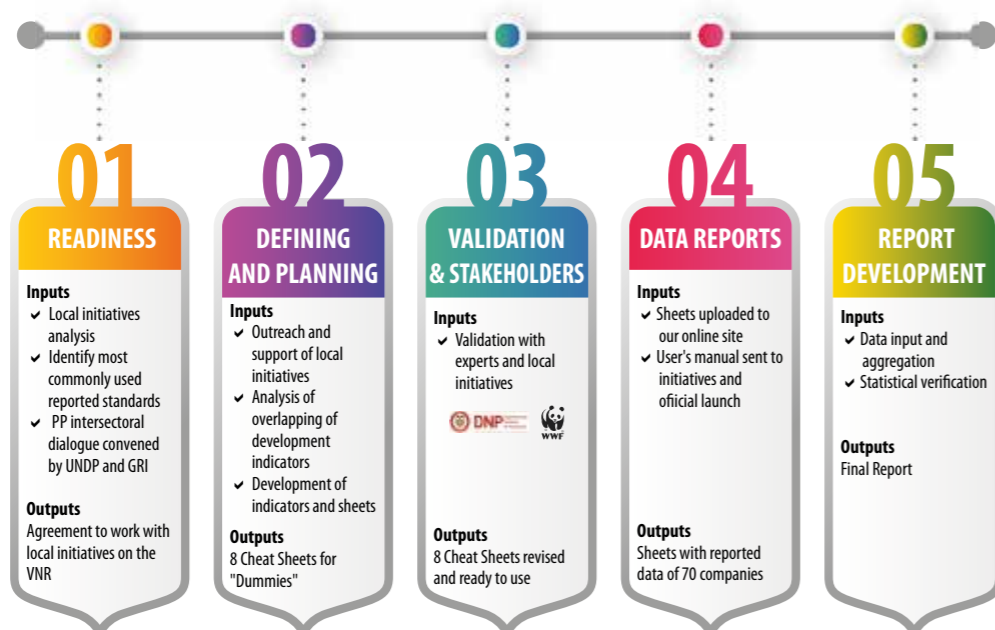
Highlights of events BCtA organised or participated in 2018 include:

1. **BCtA was invited as one of 2 keynote speakers to the 11th Dow Jones Sustainability International Conference Social Value Integration in Business Models in October.** The conference brought companies that made it to the index, represented by over 50 CEOs from the top largest South Korean companies. The other key note speaker was Mahmoud Mohieldin, World Bank Group Senior Vice President for the 2030 Development Agenda.
2. **BCtA provided support to the UNDP Nordic office and Monitor Deloitte as part of the SDG Accelerator programme.** The programme aims to accelerate the work of small and medium-sized Danish industrial companies to develop new products, services and business models based on the SDGs, combining commercial potential and a positive impact on people and planet. BCtA took part in the Innovation Lab in May as part of the ideation phase of the journey, where the 15 participating companies conceptualized their ideas into solutions based on global expertise from UNDP, BCtA, UN Global Compact and other subject experts.
3. **Building on insights from BCtA's Annual Forum, BCtA was invited to speak at the 3BL Forum Brands Taking Stands in Washington D.C. in October** on a panel examining the role of disruptive technologies in fostering more inclusive and socially, environmentally responsible businesses. The Forum and the panel itself were attended by over 200 participants from the private sector.



**Advocacy, Collaboration
and Partnerships**

3.6 In 2018, we consolidated our strategic partnerships with leading institutions and established new promising alliances both internally within UNDP and externally. Leveraging our convening power, we worked in partnership with other organisations to advance IB solutions for the SDGs and conduct advocacy.



(*) Responsible for reporting and Leader of the SDG Commission

(**) Permanent guest in the multi-actor platform for the SDGs

**OVERVIEW OF COLOMBIA'S
PRIVATE SECTOR REPORTING PILOT 2018**

Internally, we supported the creation of the UNDP's [SDG Impact platform](#) aiming at working with the private sector on how best to invest in enterprises and markets in ways that help achieve the SDGs. As part of the SDG Impact platform, we have been engaged on the SDG Impact Management Pillar providing guidance and recommendation on how to leverage BCtA's Impact Management experience and this tool for the activities planned under this pillar. We also provided continuous support to the SDG Accelerator programme, taking part in the SDG Accelerator Innovation Lab and the Acceleration workshop in Copenhagen as experts. We also included IB as one of the 16 service offerings of the new UNDP's Private Sector Strategy. The new service offering, *Improving livelihoods of low-income populations through inclusive business*, will focus on facilitating the uptake and scaling up inclusive business models in developing countries through tools and technical assistance, access to finance, network and opportunities for collaboration, shared learning and support for impact measurement and management.

Externally, we strengthened our collaboration with the Inclusive Business Action Network (iBAN) and worked together

to improve the conditions for the upscaling and replication of inclusive business models. iBAN supported BCtA to organise our Annual Forum in September and they were instrumental in the event's success. Our work with GRI, a longstanding partner of ours, on the Colombia Voluntary National Reviews represented a key milestone attracting the attentions of various partners as described in the Colombia section of this report. Our impact work was also supported by the partnerships we developed with leading actors in the space of Impact Management such as the Impact Management Project (IMP).

We leveraged insights from our country level engagement into our global advocacy work through for instance the work we did with the G20. As outlined in the highlights, the G20 Development Working Group under the Argentinian presidency requested support from UNDP to develop Operational Guidelines (OG) on IB and BCtA led the consultative process and drafting of the OG, which help users identify IBs more effectively and consistently. The French government will provide a small amount of funding to translate, test the OGs and accompanying tool with French cases, and offer any relevant feedback for improvement.



4. Logframe

Reporting on the 6-month period from July to December 2018 against our targets for Year 2 of Phase III (July 18 to June 19). The Logframe in Annex 4 presents our achievements for Year 1 of our Phase III Logframe, as shared in the 2018 midyear report.

OUTCOME LEVEL

INDICATORS	BASELINE (EOY Y1)	YEAR 2 TARGET	ACHIEVED	NOTES
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Outcome A: IB is recognized as an effective approach to achieving the SDGs

Recognition of IB as PS contribution to SDG global agenda (Yes/No)	Yes	-	Yes	Through its active engagement in relevant events at global and country level, as well as thought leadership and media presence, BCtA has actively contributed to the recognition of IB as a concrete and impactful contribution of the PS to the SDGs.
Indicators to track IB models' contribution to the SDGs defined	Identified IB relevant indicators aligned with SDG goals and targets	Test indicators	Around 40 indicators from SDGs developed and integrated into the Impact Lab	
IB included by leading corporate sustainability standards as a measure of responsible business practices	To be tracked forward	-	Yes	We are continuously contributing to this outcome through, for instance, the work we did in Colombia during the VNR with GRI or with the OG for the G20.

Outcome B: The credibility of IBs' results and integrity is improved

Evidence of IB contribution to SDGs improved	Evidence defined	Evidence delivered	Evidence delivered	Achieved close to 70% in results reporting.
Number of participating companies that adopt better impact measurement practices through BCtA tools and guidance	21 participating companies in BIMS 69 companies impacted	80	As of Dec 2018, 52 companies using BCtA's impact management approach (21 BIMS, 31 companies using the Impact Lab)	25 members companies selected as Impact Champions will commit to using the Impact Lab between Jan and Jun 2019

OUTCOME LEVEL (contd)

INDICATORS	BASELINE (EOY Y1)	YEAR 2 TARGET	ACHIEVED	NOTES
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Outcome B: The credibility of IBs' results and integrity is improved (contd)

Members and other stakeholders perceive improved credibility of IB commitments and BCtA's membership and impact measurement support	Forthcoming			Forthcoming
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Outcome C: IBs increase their effectiveness and scale

Members adopting good IB management practices	Typology established and in the process of being validated	Track good management practices and assess link with progress made	Typology validated	Report and online tool in progress.
Number of follow-on commitments	1	-	-	
Number of commitments that report growth	97% reported growth (out of the companies who reported so far)	-	92% in 2017 reporting	
Number of member companies that perceive BCtA tools have helped them improve their effectiveness and scale	Forthcoming	-		Will be surveyed in 2019.

OUTPUT LEVEL

OUTPUT INDICATORS	BASELINE (EOY Y1)	YEAR 2 TARGET	ACHIEVED	NOTES
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Output 1: Increased number of high-performing commitments

1.1 Number of potential member companies that BCtA has encouraged to consider IB annually	500	450	615	
1.2 Number of new BCtA companies (cumulative indicator)	Total 215 companies	245	226	
1.3 Number of BCtA commitments (cumulative indicator)	Total 224 commitments		235	
1.4. Online and offline capacity building on SDG/IB Maturity Tool and management practices	176 companies	Remaining modules developed. Two implemented reaching 100 companies	46	

OUTPUT LEVEL (contd)

OUTPUT INDICATORS	BASELINE (EOY Y1)	YEAR 2 TARGET	ACHIEVED	NOTES
Output 1: Increased number of high-performing commitments (contd)				
1.5 Relevant role at critical global/regional events	Co-hosted the Business Solutions for the SDGs with UNDP and UNGC on the sidelines of the 72nd session of the UNGA. Co-hosted/ Co-organized a session: BoP Summit (Delhi), Asia Forum (Manila) and Metrics from the Ground Up (Nairobi)	Co-host at least 3 events, incl. annual forum	Annual Forum on the sidelines of the 73rd session of the UNGA. Co-hosted/ Co-organized a session: UNCT Meeting in Bangladesh	
1.6 Selection process and criteria published	Completed and applied	Applied	Applied	
1.7 High performer category defined and implemented	-	Applied	Applied	
1.8 Global media and event partnerships	2	Strategic partnerships established and implemented	2 existing partnerships being implemented	Partnerships with the Guardian and 3BL renewed in March 2018 and October 2017 respectively for an additional 2 years

Output 2: Increased impact measurement and reporting

2.1 Interactive impact measurement toolkit	First 2 modules developed and publicly available by Feb 2018	First 2 modules developed and deployed Third module developed	All 4 modules developed and launched	Full version of BCtA Impact Lab available for member companies and non-members to measure and manage impact on the SDGs
2.2 Online and offline capacity building on impact measurement using BCtA's toolkit (cumulative indicator)	69 companies	80 companies	Offline: 41 companies Online: 20 companies	BCtA provided offline impact trainings to 41 companies: in Colombia (9), Bangladesh (9) and Philippines (5); in Pakistan (10), Dakar (5), and Bangladesh (3). Online training on BCtA IM tool and practice given to 20 companies in Bangladesh (12) and Philippines (8). In addition to the above, as of December 2018, 31 companies started using the Impact Lab on their own.

OUTPUT LEVEL (contd)

OUTPUT INDICATORS	BASELINE (EOY Y1)	YEAR 2 TARGET	ACHIEVED	NOTES
Output 2: Increased impact measurement and reporting (contd)				
2.3 % of required member companies who share their annual progress report	62%	Over 60%	67%	
2.4 Collaboration with key players in the SDG measurement space	Achieved and ongoing	Strategic partnership/ collaboration established	Collaborating with 4 key players in the SDG impact management space	Strong partnerships established with SDG Impact, Impact Management Project, Global Reporting Initiative and Oxford Impact Management Programme

Output 3: Documented evidence and analysis on how IB can be leveraged for the SDGs

3.1 Thought leadership contributions published	2 reports	Develop and publish thought leadership contribution(s) including one flagship report and 5 selected cases documented	WEE and IB report published, 13 blogs, 11 Guardian Microsite stories and 8 webinars	IB Management Practices report is being finalised and will be published before the end of Y1. BCtA contributed with one flagship report, 13 blogs, 11 Guardian Microsite stories, 8 webinars.
3.2 Number of BCtA media contributions on IB (own and from others) (Yearly indicators)	97 Content Pieces Generated (articles, blogs, videos)	120	52 media contributions And 71 media mentions	Between Jul and Dec 2018, BCtA contributed with 52 pieces (15 press releases, 13 blogs, 11 Guardian Microsite stories, 8 webinars, and 5 multimedia/ newsletter items). In addition, there were 71 media mentions of BCtA including in: media articles, company news, reports, and external opinion pieces
3.3 Benchmarking of progress and management practices; aggregation methodologies developed	In progress	Methodology applied	Methodology developed	Typology and methodology developed. Research is currently being finalised and the benchmarking tool will be developed in Q1 and Q2 of 2019.
3.4 BCtA Communications/ Dissemination Strategy and implementation plan aligned with the Phase III and materials developed.	Completed	Applied	Applied	

OUTPUT LEVEL (contd)

OUTPUT INDICATORS	BASELINE (EOY Y1)	YEAR 2 TARGET	ACHIEVED	NOTES
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Output 4: Country level mobilization of commitments towards SDG contributions

4.1 Number of country level engagements	Bangladesh and LATAM: Colombia, Honduras and Costa Rica	3 countries	Bangladesh and LATAM: Colombia, Honduras and Costa Rica	Selection progress with the DSC finalised: Bangladesh and Tunisia chosen as the next 2 focus countries. Engagement to start early 2019.
4.2 Number of new commitments as a result of BCtA country level engagement	Colombia: 4	12	3	Colombia: Bancalimentos and aQysta (2) Bangladesh: Unilever (1)
4.3 Companies reached through online and offline capacity building on SDG/IB Maturity Tool, management practices and impact measurement tools delivered in those countries	136	45	35	Colombia: 15 companies trained on IB and 30 on private sector's contribution to the SDGs (measuring and reporting) Bangladesh: 10 Youth Co:Lab start-ups trained on impact measurement and management
4.4 Country-level publication on IB contribution to SDG	NA (new targets start from Year 2)	2 country-level publications completed	-	Selection of focus countries took longer than expected and the activities will be accelerated in 2019.
4.5 Number of SDG and IB public-private dialogues facilitated	NA (new targets start from Year 2)	2 country level dialogues facilitated	-	Selection of focus countries took longer than expected and the activities will be accelerated in 2019.

5. Annexes

Annex 1: Capacity Building activities

NO	DATE	ACTIVITY	IN PARTNERSHIP WITH	RESULTS	PARTICIPANTS
1	02-May-18	Workshop IB with Cecodes - Bogota, Colombia	WBCSD	Breakfast series on inclusive business for the food and beverage sector, provided local examples and identified possible synergies.	6 companies
2	04-May-18	Workshop IM - Bogota, Colombia	UNDP Colombia	Workshop with member and non-member companies where BIMS and BCtA's Impact Lab was presented, highlighting approach and tools.	9 companies
3	10-May-18	Introduction to Inclusive Business and the SDGs - San José, Costa Rica	UNDP Costa Rica and WBCSD Costa Rican Chapter	Conducted a workshop with companies from services, beverages and food, infrastructure and health sectors, to introduce the SDGs as a unique and sustainable roadmap for business as well as provide guidance and hands-on activities on the IB maturity curve.	13 companies
4	23-May-18	Métricas na Prática -Webinar	ANDE Brazil chapter	BCtA shared its impact management approach, key learnings from the BIMS experience and gave a demo of the beta version of the Lab.	19 participants
5	30-May-18	Webinar: Impact measurement & sustainable goals - online webinar	Saïd Business School, Oxford University	Webinar on Impact Measurement & the SDGs hosted by the Saïd Business School as part of the Impact Measurement Programme. In total 624 participants were registered, and 252 attendees signed in. Contact was established with a Spanish Accelerator working with SMEs in Africa for potential use of the Lab with their portfolio of companies.	624 registered
6	01-Jun-18	Workshop IB Process - Bogota, Colombia	Takami Group	A four-hour workshop with members of the Takami Group (pipeline company) to help them identify their IB readiness, opportunity and risks. This workshop was requested by their sustainability manager, as they are still working on identifying their IB model to apply to BCtA.	1 company (7 head of units)
7	05-Jun-18	Impact Workshop Youth Co:Lab - webinar	UNDP Innovation Hub	Capacity building and training on SDG impact measurement and management for start-ups in Bangladesh.	8 companies

Annex 1: Capacity Building activities (contd)

NO	DATE	ACTIVITY	IN PARTNERSHIP WITH	RESULTS	PARTICIPANTS
8	13-Jun-18	Workshop on Impact Management at the Asia Forum 2018 - Manila, Philippines	UN Interagency Task Team on Sustainable Procurement in the Healthcare Sector	Aligned with the SDGs, the forum aimed to facilitate dialogue between key stakeholders from the Global Health sector and showcase front-running public and private sector innovations on the sustainable production of health commodities. BCtA delivered an impact workshop that was attended by over 20 participants including five companies.	5 companies
9	18-22 June 18	BCtA Transfer - Tegucigalpa and San Pedro de Sula, Honduras	UNDP Honduras	Multiple presentations on IB and SDGs as well as capacity building sessions on IB Maturity curve with local chambers of commerce, entrepreneurs, companies and UNDP Staff.	2 Chambers of Commerce, 35 entrepreneurs,
10	08-Aug-18	Impact Workshop for Islamic Finance Banks - Pakistan	UNDP Istanbul Centre for Private Sector	Workshop on impact measurement and management conducted for professionals from Islamic impact investing banks in Pakistan.	10 companies
11	07-Oct-18	UNCT Meeting - Dhaka, Bangladesh	UNDP Innovation Hub	3 UN agencies (UNDP, UNICEF and ILO) jointly presented and endorsed BCtA's platform and its impact measurement approach. Member companies shared with all participants positive insights into value for BCtA members.	8 companies
12	08-Oct-18	Workshop on Inclusive Business Management Practices - Dhaka, Bangladesh	BCtA	Gathered findings and insights from the 4 companies on their inclusive business management practices. Gave a demo to the participants on BCtA's Impact Lab	8 participants - 4 companies
13	15-Oct-18	Impact workshop - Dakar, Senegal	UNDP Senegal CO	UNDP Senegal CO and BCtA organised a one-day impact workshop with different stakeholders in the solar energy sector in Senegal. Participants came from the Inclusive Business Ecosystem Initiative funded by UNDP RSCA private sector unit.	15 participants (5 companies)
14	06-Nov-18	Impact Management webinar for start-ups - Philippines	UNDP Philippines CO	Capacity building and training on BCtA's impact approach, methodology and tools using the Impact Lab with ISIP start-ups supported by UNDP Philippines CO and PhilDev	8 companies

Annex 1: Capacity Building activities (contd)

NO	DATE	ACTIVITY	IN PARTNERSHIP WITH	RESULTS	PARTICIPANTS
15	08-Nov-18	Impact workshop - Istanbul, Turkey	UNDP RBEC	Trained UNDP colleagues from RBEC region on key concepts of impact measurement and management using the Impact Lab	30+ participants
16	21-23 Nov-18	Training of Trainers on the Maturity Journey - Sarajevo, Bosnia and Herzegovina	UNDP Bosnia-Herzegovina and SERDA	Training of Trainers conducted with representatives from UNDP and local development agencies and Maturity Journey training. Trained 25 trainers from local development agencies in BiH in SDG implementation & IB maturity training; 15 BiH companies trained in SDG implementation & IB.	25 development experts at ToT; 15 participants at IB training
17	28-Nov-18	Impact workshop - Istanbul, Turkey	UNDP Partnerships team	Presented BCtA's Impact Lab highlighting approach, tools and resources for companies for new donors from Europe and CIS	30+ participants
18	03-Dec-18	SDG Impact workshop - Istanbul, Turkey	UNDP COs	Presentation on how BCtA Impact Lab integrates Impact Management Project's 5 dimensions of impact at the assessment and performance review stages	30+ participants
19	19-Dec-18	Youth Co:Lab webinar	UNDP Innovation Hub	Capacity building and training on SDG impact measurement and management for start-ups in Bangladesh	4 companies

Annex 2: BCtA and Member Participation at Key Events

BCtA actively participated in key events and global forums, sharing knowledge and discussing emerging challenges and opportunities around 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. Metrics from the Ground Up in Nairobi, Kenya – February.** BCtA organised a panel on Impact Management at the **Metrics from the Ground Up** conference organised by the Aspen Network of Development Entrepreneurs (ANDE). The session *Challenges and successes of measuring & managing impact: Perspectives of Kenyan IBes/SGBs* hosted BCtA members Access Afya, Centurion Systems and Vava Coffee to share their experiences of collecting and using impact data for their decision making and discuss challenges and successes. The BCtA lab, in beta version, was launched during the event.
- 2. 4th Global Forum on Business for Gender Equality: The Future of Work and the 2030 Agenda in Santiago de Chile, Chile – February.** Upon request from the organisers, BCtA invited its member AFRIpads to attend the conference and share their experience and knowledge with the 400 business leaders, governments, academia, trade unions and civil society who attended the forum.
- 3. GIZ Partners for Review Annual event in Tbilisi, Georgia – April.** BCtA was invited by the GIZ Partners for Review Initiative to attend their annual event and lead a session on private sector's engagement and inclusive business. Over 200 participants representing the private sector, governments, the civil society and academia joined this important meeting aimed at preparing countries for the Voluntary National Reviews at the High Level Political Forum in New York. Partners for Review is a transnational multi-stakeholder network working for a robust review process of the 2030 Agenda for Sustainable Development.
- 4. 3rd BoP Global Network Summit in Delhi, India – April.** BCtA hosted a panel, *Challenges and successes of measuring & managing impact: Perspectives of IB*, with two BCtA member companies: Drishtree and ONergy. Around 15 participants including eight companies attended the interactive session and learned from BCtA's approach on impact measurement and management. The recently launched BCtA lab was also presented.
- 5. SDG Accelerator Innovation Lab in Copenhagen, Denmark – May.** BCtA was invited to participate in the SDG Accelerator Innovation Lab organised by the UNDP Nordic office as an expert and provide feedbacks and recommendations to the 13 companies attending the lab.
- 6. Asia Forum Saving Lives Sustainably in Manila, Philippines – June.** BCtA hosted two sessions and a roundtable discussion. The first session, *Landscape of IB Models of Healthcare around the World: Business Model Innovations*, welcomed three BCtA member companies: GiftedMom, Sehat Kahani and Sanofi. The second session was an impact workshop attended by over 20 participants including five companies.
- 7. Oxford Impact Measurement in Oxford, UK - July.** BCtA was invited to be a speaker at the week-long Oxford Impact Measurement Programme, joining a session with PwC, the Rockefeller Foundation and NGO Performance on approaches to Impact Measurement and Management. The programme brought together 36 participants including investors, entrepreneurs, government, NGO and private sector representatives.
- 8. UNDP Private Sector Engagement Workshop in Istanbul, Turkey – July.** BCtA was invited to attend a three-day workshop with representatives from UNDP country offices in the Eurasia region. BCtA was presented and BCtA acted as a resource person providing concrete examples of partnerships with the private sector, service offers for private sector and animated a discussion group with the private sector.

Annex 2: BCtA and Member Participation at Key Events (contd)

- 9. Practice of New Business Models in West Africa, Cote D'Ivoire – September.** BCtA was invited to an international conference on inclusive business in West Africa to present BCtA and deliver a presentation on inclusive business ecosystems. Inclusive businesses from West and East Africa, representatives of ministries and universities from Cote D'Ivoire, consultation organizations or platforms such as IBAN or Intellcap and 5 BCtA member companies participated in the event.
- 10. The 8th BCtA Annual Forum – September.** Details under section 3.5.
- 11. UN World Data Forum, UAE – October.** BCtA took part in a panel discussion as a speaker on the topic of impact measurement and management of inclusive businesses and the UN World Data Forum along with research partner Global Reporting Initiative and member company Mahindra Housing Finance. The session was attended by over 50 participants from UN agencies, academia, private sector and other research organizations.
- 12. 3BL Webcast, Business Aligns with SDGs – October.** BCtA shared its impact management experience and learnings together with member company CEMEX in an online webinar broadcasted by 3BL Media.
- 13. 3BL Forum Brands Taking Stands, Washington D.C. – October.** Building on insights from BCtA's Annual Forum, *Disruptive Technology in the World of Inclusive Business*, on the sidelines of UN General Assembly in September, BCtA was invited to speak in a panel on the role of disruptive technologies in fostering more inclusive and socially, environmentally responsible businesses. The forum and the panel itself was attended by over 200 participants from the private sector.
- 14. 11th Dow Jones Sustainability International Conference "Social Value Integration in Business Models" – October.** BCtA was invited as one of two keynote speakers to the 11th Dow Jones Sustainability International Conference, *Social Value Integration in Business Models*. The conference brought companies that made it to the index, represented by over 50 CEOs from the top largest South Korean companies.
- 15. Responsible Business Forum 2018 – October.** BCtA was invited to lend its voice and facilitate sessions and working groups on of the 5 workstreams of the forum, on Circular Economy. The forum brought over 200 participants.
- 16. Europe and CIS Donors and Private Sector engagement, The Case for Inclusive Business – November.** Co-hosted a regional Workshop on how donors can support their companies become more inclusive and support the national ODA efforts jointly with UNDP Istanbul Regional Hub. The workshop offered some very concrete suggestions on how donors can stimulate their private companies to work with and in developing countries, in a sustainable way that produces intentional development results on the ground – from generating jobs and sustainable economic growth to beneficiary communities, all the way to creating new innovative products and services that address the needs of poor or vulnerable communities.
- 17. H&M Group's Fair Living Wage Summit in Phnom Penh, Cambodia – December.** As a BCtA member since 2014 who, as of the date of this report, is in the process of revamping their inclusive business initiatives and submitting a recommitment to BCtA, H&M invited BCtA to attend their summit on Fair Living Wage. The Summit reflected on the last five years of H&M's efforts to provide a fair living wage to all 800,000+ workers in its supply chain and proved a valuable jump-off point for renewed contact and collaboration between H&M Group, BCtA and UNDP as a whole.

Annex 3: BCtA and Member Blogs

In 2018, BCtA published 25 blogs and articles by both BCtA team members and member companies on its website under a new section called 'Our Insights', in addition to those published on our Guardian Microsite, [Improving Lives through Business Innovations](#). Several blogs were also published on the UNDP website.

BLOG TITLE and PUBLICATION DATE		PAGE VIEWS/ CLICKS (as of January 2019)
BCtA Blogs 2018 (excluding those published on the Guardian Lab)		
1	BCtA's must-read reports for 2018 , by Nazila Vali, also published on 3BL	BCtA: 167 3BL: 4,262
2	Empowering women in the workplace: Female employees fast tracked from line workers to supervisors , by Mashook Mujib Chowdhury, Deputy Manager, Sustainability, at DBL Group , also published on 3BL	BCtA: 580 3BL: 4,726
3	The Business Approach to Accelerating Early Childhood Development , by Educate Global Fund	BCtA: 109
4	Impact Measurement Impacting Lives , by Vava Angwenyi, also published on 3BL	BCtA: 76 3BL: 7,123
5	Making Payment Acceptance a Driver for Financial Inclusion , by Dan Salazar, Vice President, Product Development and Innovation, Acceptance and Solutions, Mastercard	BCtA: 48
6	Bringing Business Back Home: Biomass Energy of Sri Lanka by Lucky Dissanayake, Founder of the Biomass Group, also published on 3BL	BCtA: 243 3BL: 4,046
7	Professionalising African Motorcycle Taxis: from Vitamins to Painkillers by Barrett Nash and Peter Kariuki, Co-Founders of SafeMotos, also published on 3BL	BCtA: 206 3BL: 3,174
8	The Road of Change: Circular Economy in the Automotive Industry by Norihiko Kondo, Founder of Kaiho Sangyo, also published on 3BL	BCtA: 182 3BL: 4,597
9	5 steps you can take today to start measuring your business impact , by Rabayl Mirza, also published on 3BL	BCtA: 183 3BL: 6,832
10	Interview with Vava Angwenyi, founder of Vava Coffee	BCtA: 101
11	The Future of Household Energy in Emerging Markets Will Be Safe, Convenient and Online , By Ron Bills and Nate Harper, Envirofit International also published on iBAN and 3BL	BCtA: 83 3BL: 7,506
12	Leveraging Technology Disruption & Innovation to Scale Social Impact , by Yao Huang, The Hatchery, also published on iBAN and 3BL	BCtA: 35 3BL: 4,357
13	"Allianz für eine gerechtere Welt" (Alliance for a More Inclusive World) by Sheila Casserly, Outreach Analyst, featured in the Austrian Development Agency's quarterly publication <i>Weltnachrichten</i> (pp.12-13) in December 2018.	Viewership stats not available

Annex 3: BCtA and Member Blogs (contd)

BLOG TITLE and PUBLICATION DATE		PAGE VIEWS/ CLICKS (as of January 2019)
Blogs published on Guardian Lab		
14	Will the march of AI be a bane or boon for global development? , by Tatsiana Hulko, BCtA, also published on BCtA Website and UNDP Website	Guardian: 2458 BCtA: 30 UNDP: 1068
15	Finance for vulnerable populations: why blockchain might be a force for good , by Tatsiana Hulko, BCtA, also published on BCtA Website and UNDP website	Guardian: 2923 BCtA: 44 UNDP: 2587
16	Why we should rethink how to empower women in emerging markets , by Jessica Alderman, Envirofit, also published on 3BL , Envirofit Website and BCtA website	Guardian: 2931 BCtA: 14
17	Promoting peace in Colombia by helping farmers embrace sustainable agriculture , by Edgar Montenegro, Corpocampo, also published on BCtA Website	Guardian: 3759 BCtA: 25
18	The app that's improving antenatal care in Cameroon and beyond , by Nazila Vali, BCtA	Guardian: 326
19	How social entrepreneurs are using tech-based solutions to tackle global poverty , by Jack Sim, World Toilet Organization, also published on 3BL and BCtA Website	Guardian: 756 BCtA: 40 3BL: 2,351
20	Better business for all: six ways companies can integrate human rights , by Micaela Lee, BRS, and Nazila Vali BCtA, also published on BCtA and UNDP Websites	Guardian: 1272 BCtA: UNDP: 522
21	Hazelnut farmers of Bhutan – in pictures , Mountain Hazelnuts	Guardian: 1579
22	To create a functional healthcare system in Kenya, we don't need tech disruption , by Melissa Menke, Access Afya, also published on 3BL and BCtA Website	Guardian: 254 BCtA: 25 3BL: 2,530
23	How companies can use data to maximise impact , by Adeel Ashfaq, Saemi Matsumoto, Cameron Talbot-Stern, Mikkell Tolnaes and Saad Farhad, Judge Business School, University of Cambridge, also published on 3BL	Guardian: 426 3BL: 2,299
24	Soft skills: the key to future-proofing jobs in India , by Ivan Lukas, BCtA, also published on 3BL	Guardian: 175 3BL: 3,471
25	The state of inclusive business: four things we know , by Paula Pelaez, BCtA, also published on 3BL and BCtA Website	Guardian: 77 BCtA: 128 3BL: 4,179

Annex 4: Logframe Year 1

Reporting on the 12-month period from July 2017 to June 2018 against our targets for Year 1 of Phase III (July 17 to June 18).

OUTCOME LEVEL

INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
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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	-	Yes	Through its active engagement in relevant events at global and country level; as well as thought leadership and media presence, BCtA has actively contributed to the recognition of IB as a concrete and impactful contribution of the PS to the SDGs
Indicators to track IB models contribution to the SDGs defined	No indicators defined	Develop indicators	Identified IB relevant indicators aligned with SDG goals and targets.	New list of indicators has been published on member portal.
IB included by leading corporate sustainability standards as a measure of responsible business practices	To be tracked forward	-	-	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 forward	Type of evidence defined	-	-
Number of participating companies that adopt better impact measurement practices through BCtA tools and guidance	21 participating companies in BIMS	40	69	Between July and Dec 2017, BCtA provided offline impact trainings to 46 companies in Kenya (10), Philippines (11), Japan (5) and Bangladesh (20). Between January and June 2018, the Lab had 25 users, and BCtA provided offline impact training to 23 companies Colombia (9), Bangladesh (9) and Manila (5).

OUTCOME LEVEL (contd)

INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
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Outcome B: The credibility of IBs' results and integrity is improved (contd)

				BCtA partner companies who completed an interview or survey unanimously stated that BIMS was helpful to very helpful and that they would recommend it to another company and over 80% of respondents are continuing to collect data and measure impact (source: Cambridge independent study commissioned by BCtA).
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	Forthcoming	The results reporting will be analysed in Q4.

Outcome C: IBs increase their effectiveness and scale

Members adopting good IB management practices	No indicators available	Define good management practices benchmarking/ tracking tool.	Typology established and in the process of being validated.	Through DFID funded research – BCtA is advancing well towards finalizing the typology. Benchmark tool is expected to be developed in Q1 of 2019. Over 80 companies have been engaged.
Number of follow-on commitments	3	-	1	One recommitment from Zoona in the second half of 2017.
Number of commitments that report growth	To be tracked going forward	Forthcoming	97% reported growth (out of the companies who reported so far)	Flourishing: 7% On track: 54% Progressing slowly: 36% Source: member annual reports - number to be updated once all annual reports are received.

OUTCOME LEVEL (contd)

OUTPUT INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
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Outcome C: IBs increase their effectiveness and scale (contd)

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	
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OUTPUT LEVEL

OUTPUT INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
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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, average)	400	500	Aggregated number of all types of outreach for year 1 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 (Cumulative indicators)	Total 176 companies	215	215	-
1.3 Number of BCtA Commitments (Cumulative indicators)	Total 180 commitments	-	224	Cemex has two commitments and 8 companies applied with re-commitments (cumulative indicator).
1.4. Online and offline capacity building on SDG/IB Maturity Tool and management practices	To be tracked going forward	Implemented reaching 80 companies	176	Between July 2017 and June 2018, the website toolkit. businesscalltoaction.org was visited

OUTPUT LEVEL (contd)

INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
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Output 1: Increased number of high-performing commitments (contd)

				1,026 times and the Uncharted Waters report was downloaded 67 times (source: BCtA analytics). BCtA conducted 7 IB Maturity workshops with the private sector in Bangladesh, Kenya, Colombia (2), Japan, Costa Rica and Honduras helping over 109 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	Co-hosted the Business Solutions for the SDGs with UNDP and UNGC on the sidelines of the 72nd session of the UNGA. Co-hosted/ Co-organized a session: BoP Summit (Delhi), Asia Forum (Manila) and Metrics from the Ground Up (Nairobi).
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 identification of high-performers.
1.8 Global media and event partnerships	3 (Guardian, 3BL Media, TPI)	Key partners mapped, criteria for engagement defined, partnership established	2	Partnership with 3BL renewed for 2 years in October 2017 and the Guardian renewed for 2 years by April 2018. BCtA is also working closely with iBAN and Business Fights Poverty.

OUTPUT LEVEL (contd)

OUTPUT INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
Output 2: Increased impact measurement and reporting				
2.1 Interactive Impact measurement toolkit	BIMS works with 21 companies	First module developed and publicly available	First 2 modules developed and publicly available by Feb 2018	As of August 2018, all four modules developed and deployed in full version
2.2 Online and offline capacity building on impact measurement using BCtA's toolkit (Cumulative indicators)	To be tracked going forward	40	69	Between July and Dec 2017, BCtA provided offline impact trainings to 46 companies in Kenya (10), Philippines (11), Japan (5) and Bangladesh (20). Between Jan and June 2018, BCtA provided offline impact training to 23 companies Colombia (9), Bangladesh (9) and Philippines (5). Impact lab, to be initiated in full version early Sep 2018, expected to accelerate the progress.
2.3 % of required member companies who share their annual progress report	68%	Over 60%	62%	The online reporting system was initiated in June 2018 and 62% of 110 companies due to report submitted their results as of the end of August 2018. (BCtA is working with 11 companies to improve the quality of their report)
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, IBes, impact measurement practitioners, UNDP and academic experts.

OUTPUT LEVEL (contd)

OUTPUT INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
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	WEE and IB report	An insight report on Women's Economic Empowerment and IB: opportunities for growth and impact is currently being finalised and will be published in October 2018. Moreover, several thought leadership pieces were published in a blog format (captured under 3.2 below)
3.2 Number of BCtA media contributions on IB (own and from others) Yearly indicators	90 Content Pieces Generated (articles, blogs, videos)	90	97	Between Jan and June 2018, BCtA contributed with 41 pieces (8 press releases, 15 blogs, 6 Guardian Microsite stories, 3 webinars, and 8 articles). Between Jul and Dec 2017, BCtA contributed with 56 pieces (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.	Global communication strategy in place	Applied	Completed	-

OUTPUT LEVEL (contd)

OUTPUT INDICATORS	BASELINE (EOY 2016)	YEAR 1 TARGET	ACHIEVED	NOTES
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Output 4: Country level mobilization of commitments towards SDG contributions

4.1 Number of country level engagements	3 – Philippines, Kenya, Colombia	3 countries	Bangladesh and LATAM: Colombia, Honduras and Costa Rica	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	COL: 4	-
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	136	Colombia: 3 workshops on SDG/IB Maturity Tool and impact measurement reaching 70 companies. Philippines: 2 workshops on Impact Measurement reaching 18 companies. Bangladesh: 1 workshop on IB Maturity, Impact Measurement and Management reaching 20 companies. Honduras: 1 workshop on SDG/IB Maturity Tool reaching 15 companies Costa Rica: 1 workshop on SDG/IB Maturity Tool reaching 13 companies 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.
4.4 Country-level publication on IB contribution to SDG	To be tracked going forward	New targets start from year 2		
4.5 Number of SDG and IB public-private dialogues facilitated	To be tracked going forward	New targets start from year 2		



CONTACT:

Business Call to Action

bcta@undp.org
www.BusinessCalltoAction.org

Twitter: @BCtAInitiative
LinkedIn: BusinessCalltoAction
Facebook: BusinessCalltoAction

OUR TEAM:

Paula Pelaez

Head of Business Call to Action

Sahba Sobhani

Technical Advisor

Nazila Vali

Knowledge and Partnerships Lead

Ivan Lukas

Outreach and Membership Lead

Tolga Cebeci

Impact Management Specialist

Rabayl Mirza

Impact Management Specialist

Ma. Alejandra Blanco-Iturbe

Focal Point Colombia

Aimee Brown

Communications Lead

Sheila Casserly

Programme Analyst - Outreach

REPORT DESIGN & LAYOUT:

[Karen Wangari](#)

