



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.

OUR PARTNERS

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



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**



BUSINESS CALL TO ACTION
2018 Annual Narrative Report



Ministry of Foreign Affairs of the
Netherlands



*Empowered lives.
Resilient nations.*



DRAGON FRUIT GROWN
UNDER THE GUIDANCE OF
FRUANDES IN COLOMBIA
Photo by Fruandes

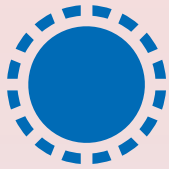


Table of Contents

1.	LETTER FROM PAULA PELAEZ, HEAD OF BUSINESS CALL TO ACTION	<i>7</i>
2.	ACHIEVEMENTS AT A GLANCE	<i>9</i>
3.	GROWING OUR MEMBERSHIP BASE AND DEMONSTRATING THE POWER OF IB FOR THE SDGS	<i>10</i>
4.	HIGHLIGHTS FROM OUR FOCUS COUNTRIES COLOMBIA AND BANGLADESH	<i>13</i>
5.	MEASURING IMPACT TOWARDS THE SDGS	<i>18</i>
6.	DEEP DIVE ON PRIORITY INCLUSIVE BUSINESS ISSUES	<i>19</i>
7.	KNOWLEDGE MANAGEMENT AND COMMUNICATION	<i>21</i>
8.	ADVOCACY, COLLABORATION AND PARTNERSHIPS	<i>23</i>



MORINGA PLANT
Photo by KuliKuli

1. Letter From Paula Pelaez, Head of Business Call to Action

*“Looking forward to 2019 and beyond,
we are inspired to maintain the good
momentum we have established in 2018.”*

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.

Our membership base continued to grow 2018, with an additional 21 companies signing on, bringing our total member count to 226. Our targeted efforts in our focus countries Colombia and Bangladesh have also paid off, with a rise in membership, increased local awareness and local capacities, and new partnerships to deliver our service offerings.

Our online Impact Lab is not only fostering a new and stronger impact management culture for inclusive businesses, but it is also allowing us to further develop our expertise in this area. Reflecting a priority issue for us in 2018 – women's empowerment – we integrated gender considerations throughout the Impact Lab, encouraging companies to more actively reflect on their gender impact and integrate key indicators. Our application process also now includes new mandatory gender indicators.

We also published a flagship report on Women's Economic Empowerment and inclusive business, which, for the first time, captures successful case illustrations from BCtA members. By taking a specific focus on how inclusive businesses engage 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.

Recognising how technological development is disrupting traditional business processes across industries, we facilitated a dialogue on the responsible use of technology to achieve maximum positive

impact on BoP communities for our 2018 Annual Forum. 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 report which aimed to take the pulse of the state of inclusive business. Conducted in partnership with Globescan, 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.

Looking forward to 2019 and beyond, we are inspired to maintain the good momentum we have established in 2018. We are excited to share that we will publish a new study into how inclusive businesses can improve their management practices to increase impact, enhance long-term sustainability and support scale-up in early 2019. Supporting the report, we are also building a tool that can help companies improve their own management practices in order to scale up their inclusive business impact.

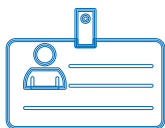


Paula Pelaez



87, DHAKA, BANGLADESH
Photo by Sazzad Aryan (Unsplash)

2. Achievements at a Glance



Growing our membership of responsible Inclusive Business (IB)

- **Welcoming new members:** In 2018, BCtA welcomed 21 new companies, bringing the total to 226 member companies and 237 IB commitments contributing to the SDGs. With the addition of inclusive business operations in Georgia, Nicaragua and Zimbabwe, our member companies are providing access to livelihood opportunities and essential goods and services to the BoP in a total of 70 countries.
- **Measuring member SDG contributions:** To better capture the breadth of company contributions to the SDGs and make it easier for companies to apply to become BCtA members, we streamlined our online application process and online results reporting tool. All companies now must include data on how they're contributing to SDG 5: Gender Equality, SDG 8: Decent Work & Economic Growth, and SDG 10: Reducing Inequalities.



Delivering value to our member companies

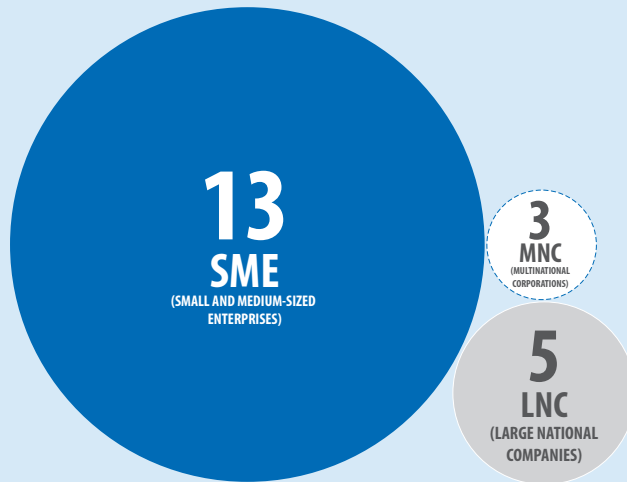
- **Helping companies to measure SDG impact:** Our Impact Lab, a free online tool helps inclusive businesses to better understand, prove and improve their impact with an SDG lens, is fully up and running. The Lab integrates globally accepted standards such as the IRIS indicators and the dimensions of impact identified by the Impact Management Project. 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.
- **Increased visibility for our members:** Twenty-four companies were invited to share their inclusive business experiences at eight events; 31 members were also featured in BCtA publications and articles, highlighting their work and results.
- **Building more robust inclusive businesses:** In 2018 we provided training to 46 companies in Colombia, Costa Rica, Honduras and Bosnia and Herzegovina, helping them advance on their IB maturity journey and contribution to the SDGs. In addition, we partnered with BSR to deliver an online 7-session masterclass on Human Rights and inclusive business. Our existing online tools are still being accessed: the [IB Maturity Diagnostics](#) toolkit website was visited 2,863 times in 2018 and the [Uncharted Waters](#) report was downloaded 155 times.



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

- **Women's Economic Empowerment:** Building on our [webinar series on Women's Economic Empowerment and IB in February](#), which brought together IB practitioners who are leading the way in improving the lives of women in the communities they work in, we published [Women's Economic Empowerment and Inclusive Business: Opportunities for Growth and Impact](#). The report is intended as a tool for inclusive businesses 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 inclusive business can engage with diverse actors to foster better alignment on all efforts to achieve SDG 5.
- **State of Inclusive Business:** 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.
- **Operational Guidelines on Inclusive Business:** BCtA led the consultative process and drafting of Operational Guidelines (OG) on Inclusive Business at the request of the G20 Development Working Group under the Argentinian Presidency. The guidelines aim to identify inclusive business features or characteristics commonly used by leading institutions. The guidelines will be used by governments looking to set up inclusive business-friendly policies, investors wishing to identify inclusive business investment opportunities 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.

**OUR 21 NEW MEMBERS
WHO JOINED IN 2018**
(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.

↑ Signalling an increased focus on livelihood creation. ↓

33%

ARE LED BY WOMEN:

**Crepes y Waffles, KMF, Pollinate Energy,
Kuli Kuli, EcoLoo**

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.

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 - by 2021 - 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.



**NEW
MEMBER
SPOTLIGHT**



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.

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 - by 2021 - 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.

4. Highlights from our focus countries Colombia and Bangladesh

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.



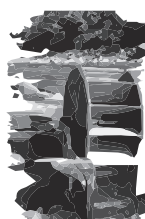
COLOMBIA

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.

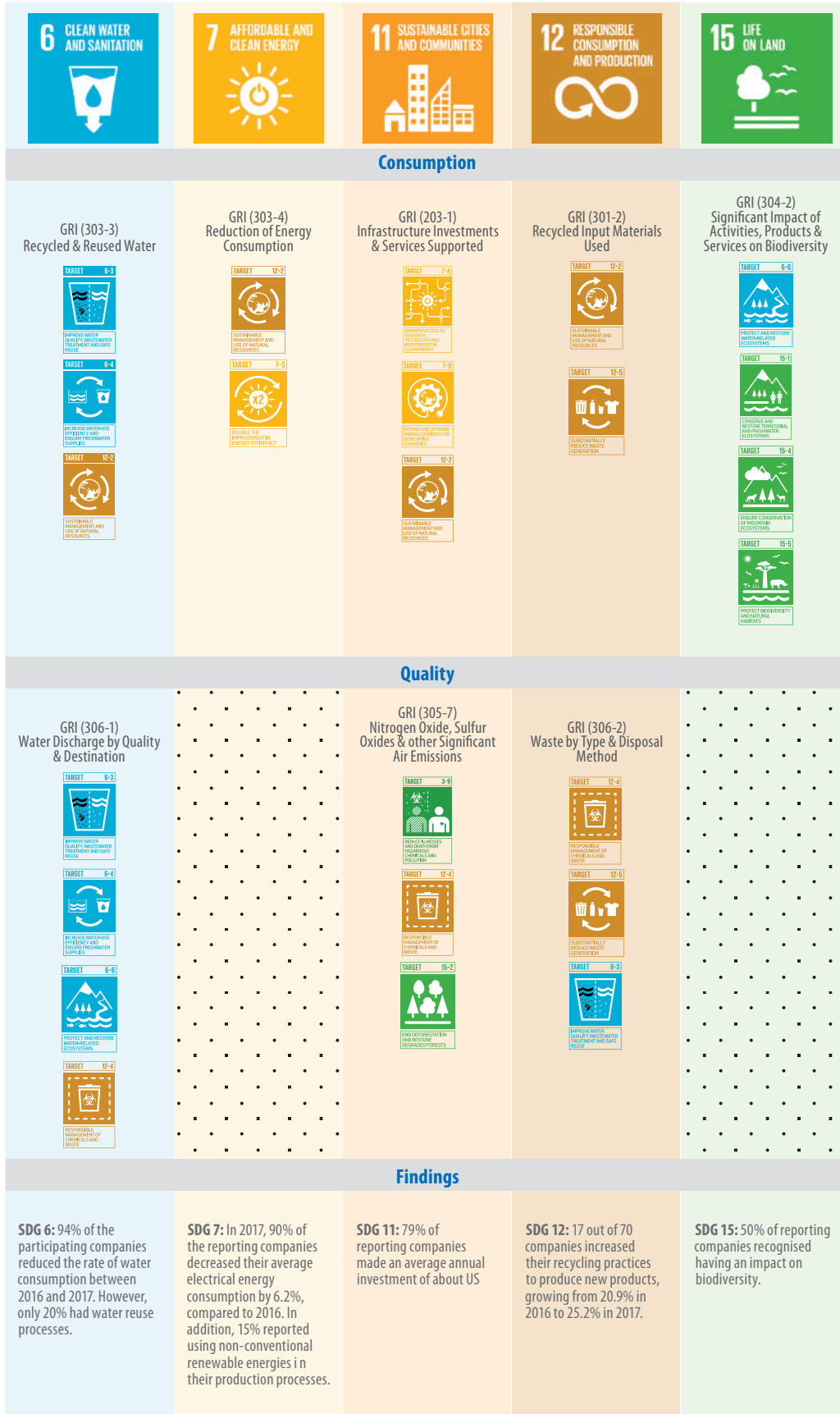
ONE OF THE MANY BENEFICIARIES
OF BANCALIMENTOS' SOCIAL
EFFORT IN BOYACA, COLOMBIA .
Photo by Bancalimentos



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 can be seen in the diagram below.*

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





BANGLADESHI MAN
USING THE BUFFALO GRID
TO CHARGE HIS PHONE.
Photo by Buffalo Grid



BANGLADESH

BCtA deepened its engagement in Bangladesh, working closely with their [UNDP Innovation Hub](#) team in 2018. Unilever Bangladesh became the first new member company under our collaboration with the Hub. 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.



Unilever Bangladesh joined BCtA with a commitment to educate an additional 5 million rural children on handwashing and tooth-brushing, ensure access to safe drinking water for over 1 million people, and ensure above minimum wage employment for thousands by 2021. Around 20 million people, or 12 percent of the population, lack access to clean water in Bangladesh.

Unilever Bangladesh is helping to tackle this by complementing the sale of its health and hygiene products (soap, toothpaste, water purifiers) with mass education campaigns aimed to improve sanitary practices of millions of Bangladeshis. Unilever Bangladesh will educate consumers about the benefits and potential harmful consequences of their current habits. As the behaviour of consumers change, their standards of living will also improve.



UNILEVER'S PEPSODENT SCHOOL PROGRAM IN BANGLADESH
Photo by Unilever Bangladesh

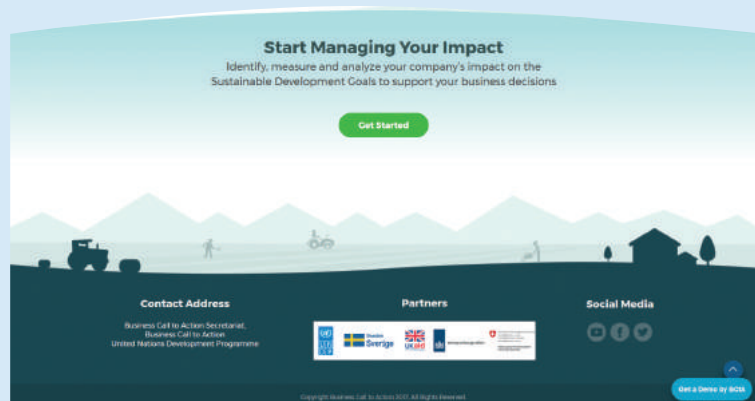
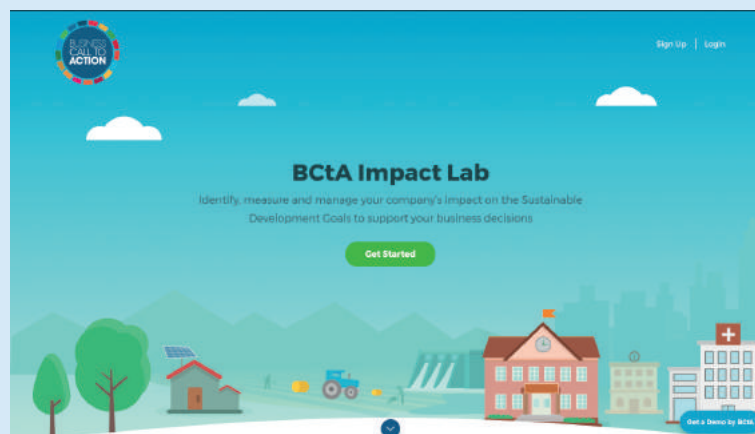
5. Measuring Impact towards the SDGs

BCtA Impact Lab

In September 2018, BCtA launched the full version of its online Impact Lab to enable companies to measure and manage the impact of their inclusive business 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, inclusive businesses, 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.

BCtA continues to support inclusive businesses in their effort to understand and manage their SDG contributions. In the coming year, over 25 member companies will embark on an intensive impact measurement and management journey as Impact Champions using the Impact Lab with hands-on guidance and training from BCtA.



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

6. Deep dive on priority Inclusive Business issues

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

80+

Over 80 companies have been engaged in the IB Management Practices research through both a survey and one-on-one interviews.

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



KEY FINDINGS

68%

Of respondents think that IB lifts people out of poverty and fights inequality

SAMPLE SIZE = 193

47%

Of inclusive businesses are scaling up, where they are focusing on extending or replicating successful initiatives

SAMPLE SIZE = 91

82%

Of companies say unfavourable government regulations pose a large or moderate risk to their inclusive business initiative

SAMPLE SIZE = 91

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 whereas 82 percent say

7. Knowledge Management and Communication

Our Thought Leadership

Combining passion with technical expertise, BCtA continued to position itself as a thought leader in the space of IB and sustainable development in 2018. 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.

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.



SPEAKERS AT THE BCtA FORUM
Photo by Ashley Hernandez



3BL MEDIA



TIME SPAN:
1 January 2018 –
31 December 2018

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

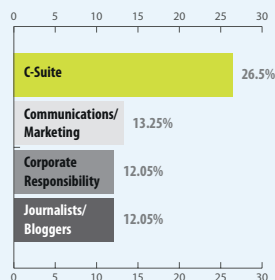
85% NEW
THIS IS AN INCREASE OF OVER
COMPARED TO
32% LAST YEAR

BCtA'S CONTENT
PERFORMS
52% HIGHER
THAN OTHER CONTENT IN
TERMS OF IMPRESSIONS

AVERAGES OF
21,330
IMPRESSIONS PER PIECE
AND **5,072**
CLICKS PER PIECE

THE GRAPH BELOW SHOWS
THAT WE ARE REACHING A
GOOD CROSS SECTION OF THE
AUDIENCES WE WANT TO.

AUDIENCE PROFILES: Top 4 (in percentages)



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

Our content was also featured on external websites such as Business Fights Poverty, iBAN, and UNDP, and is 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.



8. Advocacy, Collaboration and Partnerships

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.

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. Following a request in early 2018 from the G20 Development Working Group under the Argentinian presidency to UNDP to develop Operational Guidelines (OG) on IB; BCtA led the consultative process and drafting of the OG aimed to identify IB features or characteristics commonly used by leading institutions.

This report can be downloaded from www.businesscalltoaction.org/resources
You are encouraged to share the report and use it to support the adoption and
implementation of inclusive business. Copyright rests with BCtA.

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



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](#)

