

UNITED NATIONS DEVELOPMENT PROGRAMME

Business Call to Action Alliance Phase II 2014-2016 Project Document

Revised as of:
3/1/2015

United Nations Development Programme

Global Project Document

Project Title	Business Call to Action Alliance
UNDP Strategic Plan Outcome(s): Global Programme Outcome(s):	<ul style="list-style-type: none"> • Outcome 7: Development debates and actions at all levels prioritizes poverty, inequality and exclusion, consistent with our engagement principles • Same as SP Outcome 7
Expected Output(s): <i>(Those that will result from the project)</i>	<ul style="list-style-type: none"> • Output 1. Increased number of companies with inclusive business commitments • Output 2. Increased linkages between inclusive businesses, funders, and other resources • Output 3. Improved tools and methods for measurement of inclusive business impact • Output 4. Creation and dissemination of more robust evidence on inclusive business • Output 5. Support for country-level mobilization around specific development issues
Contributing to Expected SP Output(s):	<p>Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements</p> <p>Output 7.7 Mechanisms in place to generate and share knowledge about development solutions</p>
Executing Entity:	UNDP
Implementing Agency:	UNDP

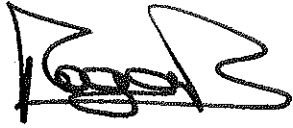
Brief Description

The Business Call to Action Alliance is a global joint advocacy platform providing public recognition for the private sector's contribution to development. BCtA's mission is to challenge companies to advance core business activities that are inclusive of poor populations and thus contribute to the achievement of sustainable development goals. Worldwide, 94 companies have responded to BCtA by making commitments to improve the lives and livelihoods of millions through commercially-viable business ventures that engage low-income people as consumers, producers, suppliers, and distributors of goods and services.

It is a unique multilateral alliance between key donor governments including the Dutch Ministry of Foreign Affairs, the Swedish International Development Cooperation Agency, the UK Department for International Development, the US Agency for International Development, and the United Nations Development Programme--which hosts the secretariat-- in collaboration with leading global institutions working in the area of inclusive business including (list to be finalized based on agreements) the United Nations Global Compact, the World Business Council on Sustainable Development, and the International Chamber of Commerce.

<p>Programme Period: June 2014 – June 2017</p> <p>Key Result Area (Strategic Plan) Outcome 7</p> <p>Atlas Award ID: _____</p> <p>Start date: June 2014 End Date: 30 June 2017</p> <p>PAC Meeting Date: July 17 2014</p> <p>Management Arrangements: DIM/DEX</p>	<p>Total resources required \$9,175,404</p> <p>Total allocated resources:</p> <ul style="list-style-type: none"> • Beginning Bal 2014 \$2,328,906 (Incl. outstanding commitments prior to 2014) • Pledges 2014-2016: (based on UN exchange rate)* <ul style="list-style-type: none"> • DFID \$ 1,888,218 (1,250,000 GBP) • Dutch Ministry of Foreign Affairs \$ 1,133,787 (1,000,000 EUR) • Sida \$ 993,665 (8,000,000 SEK) • USAID \$ 300,000 USD • Government of Finland \$ 226,757 (200,000 EUR) • Excess budget estimate 2015 to 2016: \$ 360,765
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

* Contributions are calculated based on the UN Operational Rates as of February 2015, available here: <http://treasury.un.org/operationalrates/OperationalRates.aspx>. Unfunded budget is a very preliminary estimate and will be reconfirmed once UNDP confirms budget status.



Agreed by (UNDP):

Magdy Martínez-Solimán

Assistant Administrator and Director, Bureau for Policy and Programme Support

Contents

Introduction.....	2
I. Situation Analysis.....	2
Development Situation.....	2
BCtA History: From Founding to Now	3
Lessons Learned	4
Vision and Mission.....	6
Context and Theory of Change.....	7
II. Strategy.....	9
Value Proposition and Positioning	9
BCtA Outputs by 2016	12
BCtA Programme Activities	13
Risks and Assumptions	19
III. Results and Resources Framework.....	23
IV. Annual Work Plan.....	31
V. Management Arrangements and Governance.....	39
Partnership Strategy.....	45
Human Resources 2014-2016.....	50
Budget Strategy 2014-2016.....	52
VI. Monitoring Framework and Evaluation	54
Potential Long-term Pathways for BCtA (post 2016)	58
VII. Legal Context	59
VIII. Annexes	60
Annex 1: Annual Tracking for BCtA Activities 2014-2016 Official Logframe	60
Annex 2: Due Diligence Review Process	70
Annex 3: Confidentiality of Applications and Member Results.....	72
Annex 4: Key Definitions for BCtA	76
Annex 5: Country Prioritization	79
Annex 6: The Business Call to Action’s Focus on Gender Inclusion and Human Rights	85
Annex 7: Donor Steering Committee Terms of Agreement	90
Annex 8: Proposed Implementation Plan for the Project Document	95

Introduction

The Business Call to Action Alliance is a global advocacy platform providing public recognition for the private sector's contribution to development. BCtA's mission is to challenge companies to advance core business activities that are inclusive of poor populations and thus contribute to the achievement of sustainable development goals. Worldwide, 85 companies have responded to BCtA by making commitments to improve the lives and livelihoods of millions through commercially-viable business ventures that engage low-income people as consumers, producers, suppliers, and distributors of goods and services.

In the next phase as the world moves towards the 2015 Millennium Development Goal milestones, BCtA has a significant contribution to make through expanding private sector commitments to meeting development impact through a global advocacy platform. It will build on its platform and activities while continuing to deepen its engagement with inclusive business in order to increase its scale and impact up to and post-2015.

This Program Document seeks to link BCtA's activities to outcomes that demonstrate BCtA's contribution towards increasing private sector commitments to inclusive business practices, increasing the scale and effectiveness of current inclusive business initiatives, and improving the adoption of inclusive business practices among the development community and local governments.

I. Situation Analysis

Development Situation

As the world approaches 2015, the target date for the internationally-agreed Millennium Development Goals (MDGs), billions of people around the world still live in poverty. It is increasingly recognized that the MDGs cannot be achieved without a coordinated effort by all actors.

Market driven approaches to development are proving to be a sustainable way to reach the poor with employment opportunities and beneficial goods and services, and to ensure that economic growth is inclusive. Business, as an engine of growth and development, has the potential to improve the lives of people in low-income communities. Thus, governments and the development community are seeking new ways to partner with the private sector to drive development progress.

According to the 2008 report "Creating Value for All: Strategies for Doing Business with the Poor", published by the UNDP Growing Inclusive Markets Initiative (GIM), the private sector is best placed to contribute to human development through consciously including poor people (those who live on less than \$8 per day) into corporate value chains, for mutual benefit. Inclusive business models include the poor on the demand side as clients and customers, and on the supply side as employees, producers and business owners at various points in the value chain. They build bridges between business and the poor for mutual benefit. The benefits from inclusive business models go beyond immediate profits and higher incomes. For business they include driving innovations, building markets and strengthening supply chains. And for the poor they include higher productivity, sustainable earnings and greater empowerment.

While many companies are beginning to experiment with inclusive business models, it is not yet a widespread or well-understood concept. In order to encourage increased uptake of inclusive business innovation, and thus increasing the ability for the private sector to make significant contributions towards inclusive human development, there is a need for greater awareness raising among the business community—both internationally and within domestic markets— and for deeper research into the common barriers to scale for models that have demonstrated some level of success.

BCTA History: From Founding to Now

In July 2007, the UN Secretary General Ban Ki-moon, together with the former Prime Minister of the UK, Gordon Brown, and other officials, called for a new global partnership to address a growing development emergency: the shortfall in progress towards delivering the Millennium Development Goals (MDGs). The Business Call to Action Initiative was officially launched on May 6, 2008 in London, when over 60 CEOs and senior executives of large companies signed the Business Call to Action Declaration. Companies committed to transform their core business into one that included the poor as producers, entrepreneurs and consumers, thus creating impact on the MDGs while ensuring profitability.

Of the original signatories to the declaration, 18 companies then came on board with committed initiatives, which formed the first cohort of BCTA members.¹ These were recognized as leaders in exploring the potential of *inclusive business*, a term coined by the UNDP in its landmark Growing Inclusive Markets report "Creating Value for All" (July 2008).

BCTA's Secretariat was initially located in London and housed by DFID and then in the International Business Leadership Forum. It was recognized by the partners subsequently that the UNDP platform from New York offered a higher convening power and profile for the nature of the global advocacy work with the private sector that BCTA was designed to do. A Secretariat team was formed in September 2009, along with a steering committee of founding partners, including DFID, AusAid (now the Australian Government Department of Foreign Affairs and Trade), UNDP, the Clinton Global Initiative, The International Business Leaders Forum and the UN Global Compact. By 2013, BCTA's Partnership included three additional supporters, including USAID, the Netherlands Ministry of Foreign Affairs, and SIDA (in 2013, IBLF ceased operations). This unique multi-donor partnership makes BCTA the most significant public-private platform in support of inclusive business in the world. The successful engagement of private sector leaders signals the important catalytic role played by BCTA in the uptake of inclusive business initiatives globally.

From 2008 to date (EOY 2013), the Business Call to Action has achieved the following:

- **85 member companies have made commitments to inclusive business initiatives in 44 low and middle-income countries:** BCTA members are diverse and representative of all sectors and geographies. Members include leading multinationals such as CEMEX (Mexico), Coca Cola (US), DSM (Netherlands), First Rand Bank (South Africa), Ikea (Sweden), ITOCHU (Japan), Tata Consulting (India), and Vodaphone (UK), prominent national companies in developing countries such as Banco Itaú (Brazil), TNET (Turkey), and headlining social enterprises such as Sproxil (US), Hapinoy (Philippines), and Aravind Eyecare (India). Over 45% of BCTA's members are headquartered in middle to low-income countries.
- **BCTA members have collectively committed to invest over \$4.5 billion² towards the Millennium Development Goals through core business activities:** By 2022 (the end date of the longest-running initiative), the 85 members have collectively committed to:
 - Create over 2.2 million new jobs for the under-employed;
 - Offer training and capacity building opportunities for 4.6 million people;
 - Provide access to banking services for more than 59 million people;
 - Improve access to energy for 89 million people;
 - Improve access to essential healthcare services for 60 million people;
 - Prevent 7.2 million tons of CO₂ from entering the atmosphere; among other development goals.

¹ "Business Call to Action takes stock of inclusive business initiatives" June 2009,

<http://www.inclusivebusiness.org/2009/06/business-call-to-action-on-millennium-development-goals.html>

² 39 companies report that they will collectively invest \$4.5 billion USD towards developing and running their inclusive initiatives.

- **BCtA's advocacy for inclusive approaches to business has spread the message about pro-poor business to thousands of companies and stakeholders worldwide:**
 - In 2013 alone, over 1,000 companies attended BCtA events and webinars, where BCtA showcases member initiatives and challenges companies to join the inclusive business movement;
 - BCtA's Annual Events, scheduled around the General Assembly meetings in New York, consistently attract the participation and support of hundreds of private sector companies, bilateral donors, developing country governments, and multiple UN agencies;
 - In 2013, BCtA and its company initiatives were mentioned in over 100 publications in print and online globally.
- **BCtA members are engaged and actively sharing knowledge on their initiatives:** Since the first round of results reporting in 2010, over 50% of member companies have voluntarily self-reported on their initiatives annually, providing measurement of the progress of their work. In 2014, the Secretariat will publish a report that will aggregate reported results; identifying challenges and solutions in measurement and contributing rigorous data to policymakers globally.

Lessons Learned

In February of 2013, the Partners of the BCtA gathered for an inception workshop to initiate planning for Phase II of the BCtA, in which the initiative will build on its strengths and strategically maneuver the program's advocacy agenda in inclusive business to ensure that BCtA's call to action maintains relevant in a dynamic and growing field. In reviewing the progress of the BCtA to date, the Partners reflected on the lessons learned from BCtA's first phase. The following strengths and challenges were identified:

Strengths of BCtA Phase I:

- BCtA has to date challenged a valuable set of inclusive business initiatives and has collected impact measurement results where available from its initiatives showing that they continue to create impact on major development goals;
- The program is backed by strong governments and institutional partners, and benefits from the legitimacy offered by the UNDP's support;
- BCtA has successfully raised the visibility and promotion of inclusive business at high level events and raised the position of inclusive business in the global development agenda;
- BCtA (through partners) has raised the visibility and outlined the importance of inclusive pro-poor business at the country level through partnerships with key governments and stakeholders
- BCtA has successfully advocated to large multinational corporations, national corporations and small and medium enterprises to assign development goals to their core businesses and challenged them to successfully engage in inclusive business (particularly in underdeveloped markets)
- The program has demonstrated significant convening power among corporate, government, and civil society leaders at very senior levels; demonstrating the rising interest and importance of inclusive business globally

Challenges of BCtA Phase I, and proposed resolutions for Phase II:

- **Value proposition clarification:** The landscape for inclusive business has changed since BCtA's launch in 2008. As new organizations have entered the field to support inclusive businesses, BCtA's unique value proposition needs to be further refined. Phase II will need to refocus BCtA's efforts to offer a unique value proposition to its Partners and to the private sector;
- **Standardization of member services:** While BCtA has always offered companies opportunities to share expertise, knowledge, and best practices for market-based approaches to development, it has not been able to consistently offer all companies the same service across other offerings (e.g. initiative advice and linkages with companies, donors, and other key stakeholders). This is partially

because there has not been a defined strategy or budget in place for member services. While refining the program's value proposition to the private sector in Phase II, BCtA's services to member companies will need to be standardized, with defined strategies and human and capital resources defined for each of the services that it will offer to member companies to better ensure consistency and added value;

- Enhanced focus on measurement and evaluation of IB: BCtA has made great strides in increasing the number of companies that report on their inclusive business initiatives on an annual basis. However, many of BCtA's members have requested additional assistance in measurement and evaluation of their initiatives. BCtA has the opportunity to make a distinctive contribution by improving company's capabilities to measure development impacts through incorporating an enhanced service offering in measurement and evaluation in the program's second phase. This will also improve the program's ability to create and disseminate evidence in support of inclusive business as a development approach;
- Target opportunities to contribute to systemic change in inclusive business: BCtA's first phase successfully identified a valuable set of inclusive business initiatives from a wide variety of industries and geographies. However, there has been little evidence to date that the program has contributed to increased uptake of inclusive business practices among the wider business community. In Phase II, the program should seek to identify a targeted set of opportunities where the program can increase the uptake of inclusive business practices.
- Clarify the governance structure: BCtA's Partners called for clarification on the expected roles were for donors and supporting organizations, a transparent process for adding new partners to the partnership, and clarification on the roles and responsibilities of the UNDP as host of the BCtA Alliance.

Through a landscape review conducted in the summer of 2013, it was determined that BCtA is uniquely positioned to fill a gap in the market for services related to inclusive business. The table below outlines each of these gaps and how BCtA can address them.

Dimension	Market Gap	Areas where BCtA is distinctive and adds greatest value
Advocacy, Communications, and Awareness Building	<ul style="list-style-type: none"> • Many actors focus on prizes, awards, or adherence to principles for inclusive business, but there is a gap in challenging companies with forward looking commitments to results that are pro-poor. • Awareness of inclusive business models in most developing countries is low, and there is limited advocacy for the SMEs and national companies that have high impact business models. 	<ul style="list-style-type: none"> • BCtA is the largest advocacy platform with concrete commitments in support of inclusive business. Its position in the UN offers companies global visibility and validation. Its position with donor governments creates a direct channel to provide inputs into pro-poor IB policy. • BCtA increases awareness and participation in markets where understanding of inclusive business is low, and raises awareness of existing high impact models in those markets.
Impact Measurement	<ul style="list-style-type: none"> • Businesses typically have limited capacity and experience measuring development indicators. Most indicators are collected on an ad-hoc basis. No actor is offering non-social enterprises an ongoing monitoring tool for social impact. • Across businesses, there are inconsistencies in measurement of indicators. 	<ul style="list-style-type: none"> • BCtA can provide tools and approaches to help businesses cost-effectively embed results measurement into daily activities. • BCtA can help coordinate standardization of indicators across actors (or within a sector). • BCtA can provide rigorous impact data

Dimension	Market Gap	Areas where BCtA is distinctive and adds greatest value
		to key policy makers as robust evidence.
Linkages and Peer to Peer Learning	<ul style="list-style-type: none"> • There are few global cross-sector IB networks that balance major multi-national companies and SMEs with extensive national networks. • Companies are typically weak at connecting to public sector resources and few networks focus on linking to such resources. 	<ul style="list-style-type: none"> • BCtA is the largest cross-sectoral IB network and can build linkages across industries and geographies for mutual benefit and learning. • BCtA is hosted in the UN and has a range of donors, allowing it to facilitate linkages from business to donors, investors, and governments.
Country-level Development Outcomes	<ul style="list-style-type: none"> • There are some sector or thematic alliances, but no global player focuses on addressing systemic challenges facing inclusive businesses by engaging national governments and other actors. 	<ul style="list-style-type: none"> • BCtA can support collective action at a country or sector level by building partnerships among donors, governments, businesses, and other actors to solve local problems.

In addition, BCtA has conducted an analysis of the strategic partnerships with complementary organizations that can amplify the impact of BCtA's advocacy by providing additional resources and capacities, such as specialized knowledge, technical assistance and funding support for initiatives. In December 2013, the Steering Committee met to gain partner alignment around strategic recommendations for BCtA Phase II, including the 2014-2016 program logframe, activities, budget, and governance structure, to be incorporated into the second phase project document.

Presented here, the 2014-2016 Program Document incorporates the lessons learned from BCtA's first phase, including feedback from member companies, donors, implementing partners, and the results of multiple landscape and program studies, resulting in an updated logical framework and strategy.

Building off of the lessons learned from BCtA's first phase, the strategy in this project document has been developed using the following guiding principles:

- Mainstream the concept of inclusive business
- Measure results in order to prove the value of BCtA and inclusive business
- Continue to ensure the program can grow and scale its level of activity in a cost-effective manner
- Ensure activities are complementary to existing efforts, networks, and donor activities
- Create multiplier effects by leveraging resources and funding of members, partners, and donors
- Create an enhanced and differentiated value proposition
- Generate demonstration effects at the country level in a few select countries

Vision and Mission

BCtA's mission is to challenge companies to advance core business activities that are inclusive of poor populations and thus contribute to the achievement of sustainable development goals.

BCtA envisions a more sustainable and inclusive world, in which all people have access to the essential goods, services, and income generating opportunities that they require to lead healthy and productive lives.

Context and Theory of Change

BCtA is the only global platform advocating for inclusive business that requires companies to commit to implementing inclusive business practices before being admitted to the membership. With its growing membership base, BCtA is able to generate more robust evidence and knowledge to foster the growth of the inclusive business sector.

Through activities that leverage its position at the intersection of private sector and bilateral aid agencies and the UN system, BCtA seeks to increase income, employment opportunities, skills, and access to goods and services for poor populations while creating sustainable value for business.

To this end, BCtA seeks to achieve the following three outcomes:

- A. Increased number of companies adopting business practices that are inclusive of the poor
- B. Increased scale and effectiveness of existing inclusive business initiatives
- C. Improved adoption of inclusive business practices among the development community and local governments³

In order to achieve the outcomes above, BCtA will conduct activities that lead to the following five outputs:

1. Increased number of companies with inclusive business commitments
2. Increased linkages between inclusive businesses, funders, and other resources
3. Improved tools and methods for measurement of inclusive business impact
4. Creation and dissemination of more robust evidence on inclusive business
5. Support for country-level mobilization around specific development issues

The BCtA theory of change, depicted in the Figure below, illustrates how the outputs of BCtA activities will contribute to the three outcomes delineated above, and how those in turn may lead to the larger-scale impacts discussed.

In order to achieve the first outcome — to increase the number of companies adopting business practices that are inclusive of the poor — BCtA's primary tool is to obtain public commitments from companies to implement inclusive business practices. To join the BCtA membership, companies must submit an application for review by the BCtA's Partners for approval. The application outlines an inclusive business initiative that the company commits to implement and track progress against on an annual basis, with clear goals for how the initiative will:

- Incorporate a fresh approach to business for the company by expanding, replicating or accelerating an existing initiative or developing a new program that is clearly linked to core operations;
- Provide economic and sustainable development benefits to the poor (those who live on less than \$8 per day); and,
- Generate measurable results.

BCtA counts the formal approval of a company's application as an indicator of that company's "adoption of business practices that are inclusive of the poor".

In order to help companies see their commitments through, BCtA provides linkages and referrals to relevant actors and resources (e.g., peer companies, technical assistance providers, NGO programs, policy influencers, and financing), thereby helping them fulfill their commitments, and convert *commitments* into *adoption* of such practices. Member companies are asked to track the development impact of their inclusive business initiatives, via impact indicators such as number of jobs created, people receiving training or education, people with improved access to goods and services, and tons of CO₂ avoided. Finally, by generating and disseminating a more robust inclusive business evidence base, BCtA seeks to generate interest in inclusive business among companies that may not have previously been familiar with the concept, and ultimately drive additional commitments.

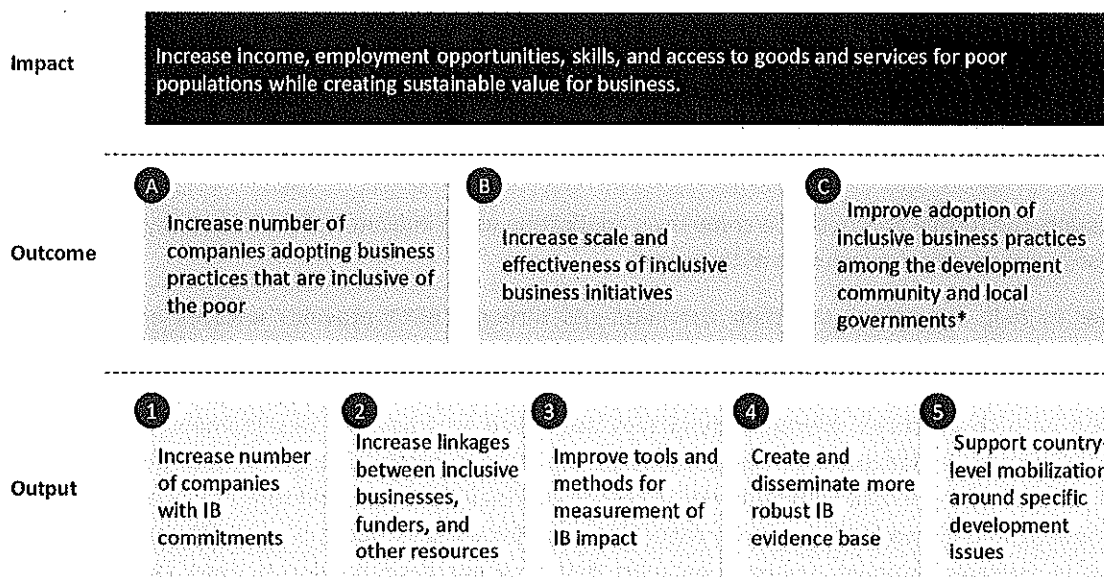
³ Local governments will only be targeted in countries where BCtA engages in country-level activities

The second outcome is to increase the scale and effectiveness of existing inclusive business initiatives. BCtA will achieve this outcome by providing member companies with requisite connections, tools, and knowledge, specifically by increasing linkage opportunities for members, improving impact measurement methods, and creating more robust evidence for inclusive business. Further, as more companies make commitments, the pool of possible linkages and partners broadens for any particular member company. Meanwhile, country-level mobilization by BCtA around specific development issues facilitates the formation of public-private coalitions to drive collective action on development issues that can be tackled through inclusive business. Moreover, BCtA will use these country-level activities and convenings as an opportunity to challenge current member companies to expand existing initiatives or make new inclusive business commitments.

In regards to the third outcome, the increased adoption of inclusive business practices among the development community and select local governments will be bolstered particularly by building and disseminating a credible and robust evidence base (through BCtA’s impact measurement service for example). In addition, greater evidence on the efficacy of inclusive business in solving development issues would help persuade the international development community and local governments to support the adoption of such approaches. In addition, the mobilization of coalitions at the country level often involves addressing specific policy barriers through engagement of the local government; should this advocacy prove successful, it will also contribute to the wider acceptance of inclusive business practices among local governments.

If BCtA succeeds in increasing the number of companies adopting business practices inclusive of the poor and increasing the scale and effectiveness of such practices, it will have contributed directly to the sought after impact for both poor populations and businesses (in terms of increased income, employment opportunities, skills, and access to goods and services for poor populations and additional revenue, new customers, new products or business models, and a strengthened enabling environment for businesses). Additionally, the mainstreaming of inclusive business practices amongst crucial players and business to business collaboration in select geographies will help bring about an improved enabling environment in which companies can operate, bolstered by greater acceptance by the development sector and favorable policies by lawmakers.

BCtA’s Theory of Change



II. Strategy

The following sections (particularly the Section titled BCtA Programme Activities) detail the activities BCtA will undertake in order to produce the intended outputs.

Value Proposition and Positioning

Value Proposition for Private Sector

BCtA challenges companies to adopt inclusive business models and links them to peers, service providers, financiers, and policy influencers that enable these companies to scale their inclusive business efforts. BCtA's value proposition for the private sector includes:

- **Drive Private Sector Commitments for Pro-Poor Inclusive Business:** BCtA serves as a best practices leadership platform and brand, offering visibility for member initiative commitments. Furthermore, BCtA is positioned to advocate on a global level to companies to encourage them to undertake pro-poor, inclusive business practices.
- **Facilitate Impact Measurement and Knowledge Capture:** BCtA offers assistance to member companies in their results reporting on economic, social and environmental impact. After aggregating results indicators from its reporting members, BCtA releases annual results on BCtA's collective impact. BCtA also contributes to the inclusive business sector's knowledge development through its in-depth assessments of inclusive business models, which it shares with the greater development community via case studies and sectoral reports.
- **Offer Linkages to Services, Finance, and Peer to Peer Learning:** BCtA is well-positioned to facilitate linkages and referrals between businesses, knowledge partners, funders, and other resources to increase scale and improve effectiveness of members' inclusive business initiatives. Such linkages are also formalized through periodic peer-to-peer learning opportunities through workshops, webinars, and the Practitioner Hub partnership.
- **Mobilize Select Country-level Inclusive Business Efforts:** Beginning in 2014, BCtA will play a more active role at the country-level, by investing in convening, research, and linkages in select priority countries to drive clusters of commitments and business to business collaborations for breakthrough impact on target issues that can have meaningful demonstration effects.

Value Proposition for Donors

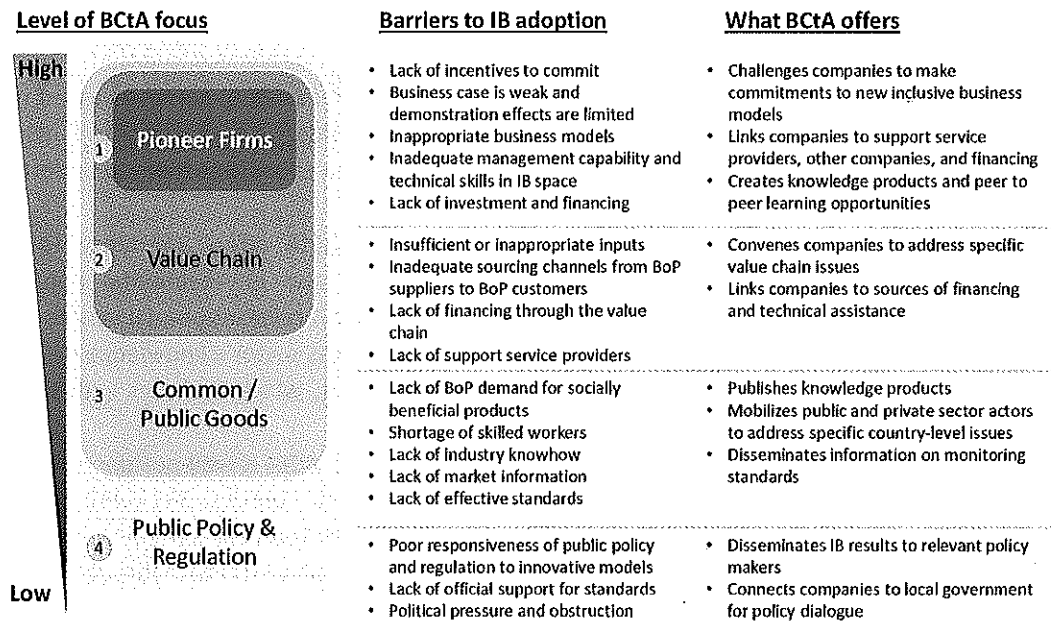
BCtA helps donors move towards their development goals while maximizing the value of funds donors have invested by leveraging private sector contributions to inclusive business practices. BCtA's value proposition for donors includes:

- **Promote Private Sector Inclusive Business Activities:** Through BCtA, donor contributions catalyze additional activities (including both financial investment and non-monetary contributions) from the private sector in pro-poor inclusive business. The amount of financial resources contributed to the initiative by the member company is an important indicator that BCtA tracks.
- **Benefit from Pooled Funding for Inclusive Business:** As a multi-donor initiative, each donor contribution also benefits from the leverage garnered due to effects of pooled donor funding.
- **Connect to Member Companies:** Given its diverse and international membership, BCtA can bring in the voice and/or participation of businesses in donor-led initiatives, particularly within BCtA priority countries. Such convening will contribute to an approach to development that is inclusive of more sectors and disciplines within society.
- **Achieve Development Impact Through Private Sector Engagement:** BCtA helps donors achieve their objectives to engage the private sector in working towards development goals (particularly in the goal of poverty alleviation) and promoting inclusive economic growth, which is of increasing importance to donor agencies.

- **Help Domestic Companies Achieve Global Reach:** BCtA helps companies from donor countries optimize both commercial success and development impact in emerging markets by providing companies with the requisite knowledge, connections, and assistance to be successful development actors in emerging markets.

While BCtA works across the inclusive business value chain, it focuses on impact at the firm level, predominantly through challenging companies to adopt inclusive business initiatives and facilitating linkages to increase the effectiveness of inclusive business initiatives (see below).

BCtA works across the inclusive business value chain but the focus of the model is impact at the firm level (through challenges and linkages)



(Source: Adapted from "Goods, Services and Jobs for the Poor," Ashish Karamchandani and Harvey Koh, Monitor Deloitte. 2013.)

Surveys and interviews with member companies confirm that they highly value BCtA's service offerings, particularly BCtA's activities in branding & visibility, awareness raising & policy influence, and knowledge sharing (both products and events). Members wish to see continued activity in these three areas, but also express interest in (i) having BCtA mobilize coalitions to engage in country-level activities (around a specific development issue or policy barrier), and (ii) receiving assistance in M&E, particularly for development indicators.

Companies' historical rankings of BCTA services¹

N = 29 (% of respondents citing service as top 3 most valuable)



Perspectives from members

"Because it is led by UNDP, BCTA has high credibility. As BCTA works to build networks with international entities, we expect the visibility of our initiative will increase tremendously."

— Vortex Engineering Private Ltd

"Branding and meeting other companies is most important."

— Sumitomo Chemical

"The exposure gained through the BCTA has helped us to attract funding."

— SolarNow

Survey of membership suggests diverse set of needs, with branding & visibility, knowledge sharing, and linkages being the top drivers of value for companies

1) Numbers do not sum to 100% because respondents could select up to 3
Source: Survey of BCTA Membership, conducted by Dalberg January 2014

BCTA is uniquely positioned to add value in the inclusive business sector within each of its service offerings, particularly in regards to its core focus areas in private sector advocacy, linkages, results & impact measurement, and peer to peer learning.

Dimension	Distinctive BCTA value going forward	Level of BCTA focus
Private sector advocacy	• The only global entity challenging the private sector to make concrete commitments in support of inclusive business. Its position in the UN offers companies global visibility and validation	●
Linkages	• The only global entity focused on inclusive business that provides formal referrals to link members to other businesses, donors, NGOs, technical assistance providers, and governments	●
Results and impact measurement	• Drives adoption of existing impact measurement standards among members and creates new tools to facilitate impact measurement	●
Peer to peer learning	• The largest cross-sector IB network; can build linkages across industries and geographies for mutual benefit and learning	◐
Knowledge and research	• Will generate flagship sector reports that aggregate information across the membership and will disseminate existing knowledge, but knowledge and research is not a major focus	◐
Advisory & Capacity Building	• Able to offer light touch advisory services in impact measurement—well positioned to offer linkages to pre-screened technical assistance providers	◐
Policy engagement	• Unique conduit to the UN system's relationships and ability to influence policy at the country level • Able to refer members to other policy influencers (e.g., donors and NGOs) based on a cross-sector view of inclusive business	◐
Financing	• No financing provided, but offers finance linkages—uniquely well positioned for linkages to development sector providers of inclusive business funding (e.g., donors and foundations)	◐

Going forward, BCTA will continue to coordinate with leaders in the sector in order to be effective and efficiently use resources.

For instance, within "private sector advocacy," BCTA could partner with the International Chamber of Commerce, World Business Council for Sustainable Development (WBCSD), and/or UN Global Compact to co-sponsor events and jointly offer introductory inclusive business training. BCTA can leverage these networks to reach out and drive new BCTA commitments.

Within linkages, BCtA can continue partnering with the Aspen Network of Development Entrepreneurs (ANDE) and Business Innovation Facility (BIF), which will allow BCtA to gain access to additional databases of potential referrals, bringing additional value for its members.

In “results and impact measurement,” a partnership with WBCSD or Impact Reporting & Investment Standards (IRIS) could enable BCtA to more effectively disseminate existing impact measurement standards to members and convey input back to the standard-setting bodies.

Links to UNDP Strategic Plan and other programmatic frameworks

- The Business Call to Action Alliance is based on the principles of inclusive growth, green economy and South-South cooperation. It is relevant and contributes to UNDP’s 2014-2017 Strategic Plan and is mentioned in UNDP’s Private Sector Strategy⁴ as a signature alliance.
- BCtA’s contributions are expected to advance the UNDP Strategic Plan Outcome 7: “Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles”, primarily through fostering innovation in private sector contributions to development (Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements) and through creating and disseminating a more robust evidence base for the viability of inclusive business as a driver of development outcomes (Output 7.7 Mechanisms in place to generate and share knowledge about development solutions)

BCtA Outputs by 2016

To achieve its mission to challenge businesses to implement business practices that are inclusive of the poor, BCtA activities will work towards the following key outputs by 2016. More detailed milestones are included in the ‘BCtA Logframe and Annual Tracking’ section.

- 1. Increased number of companies with inclusive business commitments:** 170 distinct companies who have made a commitment to BCtA; 170 or more commitments by 2016
 - a. EOY 2014: 30 new companies in BCtA membership
 - b. EOY 2015: 25”
 - c. EOY 2016: 40”
- 2. Increased linkages between inclusive businesses, funders, and other resources:** Linkages resulting in 12 partnerships between member companies and other business partners, donors, financiers, or technical assistance providers facilitated by 2016.
 - a. EOY 2014: 3 member companies partnered with another party as a result of BCtA referral
 - b. EOY 2015: 2”
 - c. EOY 2016: 7”
- 3. Improved tools and methods for measurement of inclusive business impact:** BCtA will actively assist up to 23 companies by 2016 in measuring their development impact.
 - a. EOY 2014: 5 companies receiving BCtA services in impact measurement assistance
 - b. EOY 2015: 8”
 - c. EOY 2016: 10”
- 4. Creation and dissemination of more robust evidence on inclusive business:** 64 knowledge products created by 2016.
 - a. EOY 2014: 15 case studies; 2 member sector reports; 1 flagship impact report
 - b. EOY 2015: 15 case studies; 2 member sector reports
 - c. EOY 2016: 25 case studies; 4 member sector reports
- 5. Support country-level mobilization around specific development issues:** Country-level, issue-based strategy has resulted in 8 convenings around specific development issues or barriers and 17 inclusive business commitments (of the 170 above) to the Business Call to Action.

⁴ <http://www.undp.org/content/dam/undp/library/corporate/Partnerships/Private%20Sector/UNDP-Private-Sector-Strategy-final-draft-2012.pdf>

- a. EOY 2014: 3 convening's organized for country-level issues and 4 inclusive business commitments in those countries
- b. EOY 2015: 2 convening's organized for country-level issues and 5 inclusive business commitments in those countries
- c. EOY 2016: 3 convening's organized for country-level issues and 8 inclusive business commitments in those countries

BCTA Programme Activities

In BCTA's next phase, and as the world moves towards the 2015 Millennium Development Goal milestones, BCTA will build on its platform and activities while continuing to deepen its engagement with inclusive business in order to increase its scale and impact up to and post-2015. BCTA's key activities contributing to each output are outlined below.

Activities contributing to Output 1: Increased number of companies with inclusive business commitments

In order to increase the number of companies with inclusive business commitments, BCTA will implement the following activities:

- Proactive company outreach for priority countries and sectors to bring in new members and challenge existing members to make additional commitments
- Limited assistance to pipeline companies to facilitate membership applications
- Offering of inclusive business workshop trainings to challenge new companies to uptake inclusive business practices and provide them with the basic skills needed to launch a new inclusive initiative
- Dissemination of inclusive business information via mass media to attract new companies and raise BCTA's profile
- Events and conferences sponsored, co-hosted, or attended by BCTA
- Outreach through BCTA partners to a wider pool of prospective member companies

Activities contributing to Output 2: Increased linkages between inclusive businesses, funders, and other resources

To increase linkages between member companies and other actors, BCTA will provide referrals from members to 1) other businesses, 2) donor programs, 3) financing, or 4) technical assistance providers.

In order to source linkages, BCTA will use one of the following linkage channels:

1. **Annual surveys:** BCTA will conduct an annual survey sent to every member company to assess needs, challenges, and desired services. The results of this survey will be analyzed to determine how BCTA should follow up to link specific companies to relevant affiliates in the BCTA's network.
2. **Responses to member company or stakeholder requests:** BCTA will respond to ad-hoc requests for linkage partners from member companies and other stakeholders (e.g., donors). BCTA will then identify potential linkage partners based on its internal database of companies and affiliate organizations.
3. **Assessment of opportunities by BCTA in select countries:** In select countries, BCTA will conduct opportunity assessments of specific development issues. Thereafter, BCTA will convene relevant actors (e.g., companies and donors operating in the country) to gauge interest and facilitate discussion on the potential opportunity to form a coalition to take collective action on the issue. More details about this activity are included below under output 5 – supporting country-level mobilization around specific development issues.

In facilitating linkages, BCTA will use a tiered approach that commits varying levels of its resources, in both employee time and reputational risk, depending on BCTA Secretariat's judgment of the potential development impacts that may result from said linkage. For instance, upon request for a referral, BCTA can

simply pass on the contact information of the other party or send members a list based on a pre-existing database, which requires less than an hour of staff time and negligible reputational risk to BCtA.

On the other hand, in limited instances, BCtA may be very familiar with the inclusive business models and needs of both parties, and believes there to be great potential for achieving development and business impact should the linkage result in a partnership. In these cases, BCtA may arrange and attend a phone-based or in-person meeting between the two parties, and may potentially advise on the agenda for the meeting and/or terms of the collaboration. However, this level of service should only be offered to a small number of member companies, with preference given to those in priority countries, in order to minimize the associated reputational risks for BCtA.

Finally, BCtA will provide ample opportunities for companies to proactively connect with each other throughout the year by hosting networking events (at a global, sectoral, and country level) and organizing peer to peer learning sessions (one-on-one or group sessions). Follow up requests from such events will be processed using the same guidelines as those outlined above.

Activities contributing to Output 3: Improved tools and methods for measurement of inclusive business impact

BCtA also seeks to help member companies to better monitor, measure, and evaluate the development outcomes achieved by their inclusive business initiative, as well as contributions to overall corporate goals. By measuring their results, companies perform better; resulting in increased effectiveness. Thus, BCtA will continue to provide and ramp up services in impact measurement through the following activities:

- Provision of an impact measurement framework
- Dissemination of standardized indicators to members
- Collection of inclusive business metrics and data from members
- Aggregation and analysis of inclusive business related indicators across all members
- Deployment of a mobile tool to enable members to obtain more granular impact measurement results
 - In 2014, BCtA will commission a third party to assist companies with results measurement. This service will be piloted as mobile-based tool for at least five member companies.
 - The contracted company will offer a mobile tool with customized surveys and accompanying training sessions. These surveys will be co-created by BCtA and company staff to ensure mutually relevant results, and will allow field staff to monitor progress of initiative goals and collect data from target beneficiaries, workers, customers, etc.
 - This mobile tool will enable companies to better capture and showcase demonstration effects of their inclusive business initiatives, build capacity in development performance M&E, and help secure internal support for the initiative.

Activities contributing to Output 4: Creation and dissemination of more robust evidence on inclusive business

BCtA will continue to build and disseminate a robust evidence base for the inclusive business sector through the following activities:

- Creation and dissemination of a range of knowledge products, including case studies, sector reports, and flagship reports on the development and business impact of BCtA companies
- Hosting webinars to share evidence, lessons, and best practices with companies in the same region, sector, or globally
- Dissemination of inclusive business results via mass media; for instance, BCtA will partner with the Guardian Sustainable Business platform to publish weekly articles specific to an inclusive business theme, sector, or relevant region
- Dissemination of knowledge products to non-member affiliates or observers

Activities contributing to Output 5: Support for country-level mobilization around specific development issues

Historically, BCtA has not prioritized countries for outreach or activities. However, as BCtA has grown its presence in particular geographies (e.g. India, where BCtA currently has 38 active initiatives, or Kenya with 20), there has been increased demand from member companies and local stakeholders to deliver peer to peer learning opportunities, knowledge products, and advocacy initiatives that are directly relevant to these country contexts. The BCtA finds it a strategic priority to focus outreach activities on a set of countries where there is a need for inclusive economic growth, and where a relevant number of local players and companies are already active in addressing this need. The vision is to recruit a cohort of strong new members that will act as advocates for inclusive business in their regions, thus deepening BCtA's influence in these countries.

Through applying three filters (including economic indicators; whether there is an existing cohort of inclusive businesses active in the country; and whether BCtA and its Partners are currently active in the country), a total number of 12 countries were identified where BCtA might expect a high potential for inclusive business activities. These countries were identified by one or more of BCtA's Partners as a priority; already have an active Inclusive Business community with many companies that are addressing the needs of a large BoP population; and host an existing pipeline of potential BCtA member companies.

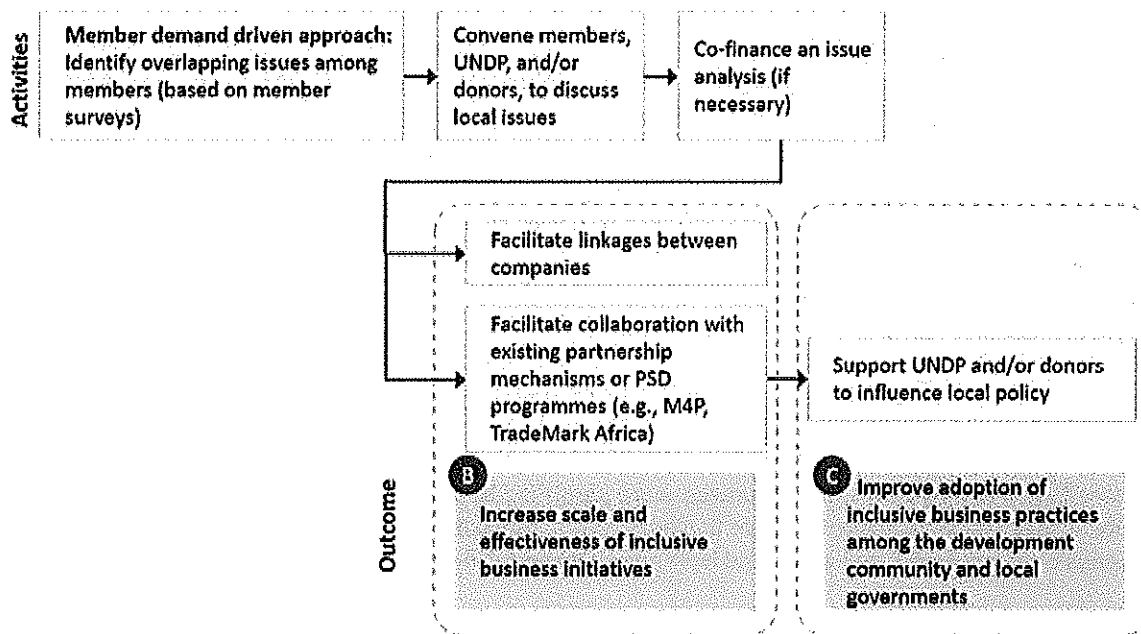
The countries identified through this analysis include:

1. Bangladesh
2. Brazil
3. Colombia
4. Ghana
5. India
6. Indonesia
7. Kenya
8. Philippines
9. South Africa
10. Tanzania
11. Uganda
12. Vietnam

With 2-3 of these countries for country-level work. In approaching country-level work, BCtA will adopt one of two models depending on the particular circumstances in each country: 1) maximizing the collective impact of existing member commitments in countries with large number of BCtA companies (like Kenya or India), or 2) driving new commitments to address development issues.

In the first model (member needs-driven), BCtA's objective is to help its member companies overcome bottlenecks faced by their initiatives through either facilitating linkages between the companies, or facilitating public private dialogue in collaboration with existing partnership mechanisms or country/multi-country PSD programmes (e.g., M4P, TradeMark Africa) supported by BCtA donors or the UN system who are working with national stakeholders, including governments and private sector organizations. Based on the identification of member company country-level bottlenecks as revealed through regular membership surveys, BCtA may fund an issue analysis study and establish collaboration with existing programmes to help resolve country bottlenecks.

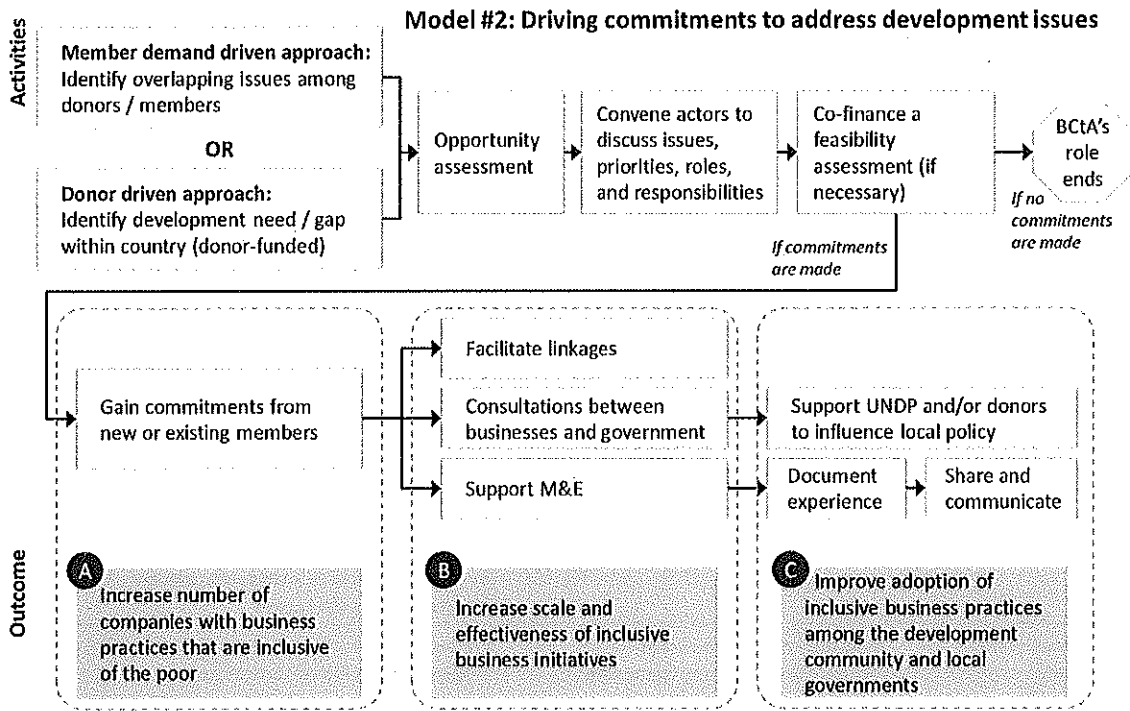
Model #1: Maximizing collective impact of existing commitments



This approach is consistent with the gap that the Donor Committee on Enterprise Development noted when looking at how to support the inclusive business movement: “[There is a] need to establish different kinds of ‘meta-mechanisms’ that can support inclusive business effectiveness, and that are currently not available or used at a large scale, such as ways of helping to connect companies with the various structured partnership mechanisms offered by donors. Ways of connecting companies or with country-level PSD programmes for strategic collaboration. Interests and activities of donors and companies in developing countries may overlap (e.g. in areas such as value chain upgrading, business training, or regulatory reforms) but collaborations don’t happen because the two communities are often divided in practice. Various platforms are being established at the country level to help bring about collaborations; however a global service or ‘helpline’ for companies seeking information about donors’ activities in specific countries seems to be missing.”⁵

While the first model tackles obstacles faced by members, the second model (development issue-driven) seeks to catalyze new commitments from existing or new members to address specific country-level development issues. To achieve this, BcTA will identify a specific country-level development issue and corporate interest that is a priority for donors and for member companies. BcTA may commission an opportunity assessment, after which it will convene relevant actors (through a meeting or workshop) to discuss issues, priorities, roles, and responsibilities. Crucially, BcTA will use these convening’s as an opportunity to encourage companies to make new commitments to BcTA that will help address the issue at hand. Finally, after the convening, BcTA will track the progress of the coalition or commitments that emerged to document results and generate demonstration effects. (See Annex for Country Prioritization strategy and update on activities).

⁵ Melina Heinrich, Donor Partnerships with Business for Private Sector Development: What can we Learn from Experience?, DCED, March 2013.



BCTA's Approach to Advocacy and Influence

BCTA's advocacy and influence activities contribute to all five outputs outlined above. Moreover, its advocacy approach will vary in accordance to the type of audience addressed. For instance, BCTA's primary focus is advocating to companies – both current members and high potential prospective members. In this capacity, BCTA will challenge companies to make commitments to inclusive business practices and help them scale up, replicate, and/or improve the effectiveness of their initiatives. In select instances, BCTA's advocacy will target developing country governments when BCTA member companies have come together and identified a specific policy barrier or goal they would like to address with BCTA's help in a priority country. In such cases, BCTA may choose to leverage its unique relationship to UNDP and local governments to broker public private dialogue and partnerships for a more favorable policy environment for inclusive business. Finally, BCTA will seek to mainstream the concept of inclusive business among the global development community, primarily by creating and disseminating an evidence base, but this will not be a primary focus of BCTA's activities.

Audience	Objective	BCtA Approach
BCtA member companies	<ul style="list-style-type: none"> Increase the number and scale of inclusive business initiatives Deepen companies' knowledge on inclusive business 	<ul style="list-style-type: none"> Encourage members to make new commitments Help companies improve the effectiveness of their current initiatives through events, knowledge products, linkages
High potential prospects meeting BCtA criteria	<ul style="list-style-type: none"> Raise awareness of inclusive business among companies Increase the number and scale of inclusive business initiatives 	<ul style="list-style-type: none"> Disseminate knowledge products to raise awareness and buy-in for IB practices Encourage high potential prospects to join BCtA and make commitments
General private sector	<ul style="list-style-type: none"> Raise awareness of inclusive business among companies Encourage new IB pilots 	<ul style="list-style-type: none"> Create IB knowledge products and disseminate results via mass media Offer introductory IB training, invite to events
Developing country governments	<ul style="list-style-type: none"> Influence policy at the country level to enable inclusive business practices 	<ul style="list-style-type: none"> Raise awareness of inclusive business among policy makers through events and workshops Connect businesses with local UNDP office to facilitate policy dialogue Bring in other donors to help influence policy Build coalitions of private sector players with common policy challenges
Global development community (including UN, NGOs, and donors)	<ul style="list-style-type: none"> Mainstream the concept of inclusive business among the UN, global policy makers, and donors Influence the post-2015 MDG agenda to include inclusive business 	<ul style="list-style-type: none"> Create an evidence base that supports global policy makers engaged in MDG discussions Influence policy makers and donors to increase their commitments to IB via targeted publications and events

Types of Engagement with BCtA

In order to delineate how BCtA engages with different actors, four tiers of engagement have been defined in order to guide allocation of resources and the nature of engagement.

Members are companies that have completed the BCtA application process and made a formal public commitment to an inclusive business initiative. Members that have completed their commitments will remain members of BCtA as long as they express an interest in participating in and contributing to the BCtA community. Members have priority access to the full suite of BCtA services.

High potential prospects include companies that have at least some familiarity with inclusive business but are not yet part of BCtA's membership. Prospective companies receive some light-touch support for their inclusive business initiatives and may be invited to select events. Such companies may also be involved in BCtA-led country-level activities around specific issue areas with the intention of challenging them to make a formal inclusive business commitment.

General private sector refers to companies that do not yet engage in or are not aware of inclusive business. These may also include companies that do not yet meet BCtA's eligibility criteria. Through its advocacy and awareness raising activities, BCtA aims to increase familiarity with inclusive business among private sector companies.

BCtA's "Community of Interest" includes both high potential prospective companies and the general private sector.

Institutional affiliates include any organization that may add value to BCtA's activities in supporting inclusive business, mainly through linkages and referrals BCtA will facilitate between affiliates and member companies. Affiliates may include:

- Technical assistance and advisory organizations
- Interested donors and funders
- Business associations
- Research organizations and universities
- NGOs

For each type of engagement, BCtA will provide varying levels of services and products, as outlined in the figure below. Furthermore, some services and products will only be made available to high potential prospects, the general private sector, and institutional affiliates on a case-by-case basis, depending on the alignment of projected outcomes with BCtA's mission.

Services and products offered	Full member company	High potential prospects	General private sector	Institutional affiliates
• General knowledge on inclusive business; dissemination of case studies, sector reports, and inclusive business results	✓	✓	✓	✓
• Events, conferences, and webinars sponsored or co-hosted by BCtA	✓	✓	✓	✓
• Listed in a database and considered for linkage opportunities	✓	✓		✓
• Country-level activities: convening actors in a country to discuss specific development opportunity or issue	✓	✓		✓
• Broader networking events organized by BCtA (global, sectoral, country-level)	✓	✓		✓
• Intro to IB training and workshops	✓	✓	✓	
• Commitment platform and brand offering visibility for members' IB commitments	✓			
• Country-level activities: Identification of issues for collective action	✓			
• Annual consultation on member needs, challenges, and desired services; followed by memo of potential linkages, resources, and recommended reading	✓			
• Facilitated linkages to other companies, donor programs, financing, TA providers, governments	✓			
• Networking events for membership and peer to peer learning sessions organized by BCtA	✓			
• Facilitation of impact measurement; M&E mobile tools	✓			

These services will be offered on an ad-hoc basis, when doing so would advance BCtA's mission (to promote inclusive business)

Risks and Assumptions

Risk Mitigation:

The following risks have been identified and an indication provided of how they will be managed.

Risk	Mitigation Approach
A. Strategic	
<p>Risk A1.</p> <p>Inclusive business receives negative press and/or suffers damage to reputation</p>	<ul style="list-style-type: none"> • Develop inclusive business evidence base and communicate findings to the private sector, development actors, and the general public • Diversify across geography, sectors, and company types
<p>Risk A2.</p> <p>Donors shift away from using and encouraging inclusive business as a viable approach to achieving development impact</p>	<ul style="list-style-type: none"> • Diversify donor group • Explore other funding structures if donor funding becomes less viable (e.g., foundations, member dues) • Develop inclusive business evidence base and communicate findings to donors, indicating how donor funding leverages IB to achieve development outcomes
<p>Risk A3.</p>	<ul style="list-style-type: none"> • Focus more on national companies and SMEs

Risk	Mitigation Approach
Multinational companies shift away from inclusive business or emerging markets	
<p><u>Risk A4.</u></p> <p>Companies do not follow through on their commitments to BCtA</p>	<p><i>Some companies may have attempted but failed to achieve their commitments, while others may not have dedicated as much effort or resources to meeting their commitments. BCtA's actions in response should take this distinction into account.</i></p> <ul style="list-style-type: none"> • Institute clear criteria for companies to maintain BCtA membership • Increase linkages to necessary resources (e.g., technical support, financing, advisory services) to enable companies to fulfill commitments • Study and learn from failures of members; disseminate findings to help other members if possible
B. Reputational	
<p><u>Risk B1.</u></p> <p>Members are contacted too frequently</p>	<ul style="list-style-type: none"> • Establish clear guidelines and expectations for frequency and quality of engagement with members • Plan and maximize each engagement / touch point
<p><u>Risk B2.</u></p> <p>BCtA is viewed as providing low value addition due to difficulties in determining attribution</p>	<ul style="list-style-type: none"> • Gauge the perceived value of BCtA services by members and affiliates via annual member surveys • Evaluate attribution of development impact to BCtA during midterm and final evaluations; communicate results • Encourage companies to make new commitments based on country-level opportunity assessments
<p><u>Risk B3.</u></p> <p>BCtA is seen as a corporate lobby group and loses legitimacy</p>	<ul style="list-style-type: none"> • Ensure voices of donors and the UNDP are also clearly articulated in relevant documents or meetings • Maintain transparency in BCtA activities and communications • Partner with local governments in certain countries
<p><u>Risk B4.</u></p> <p>Poor conduct by BCtA member companies and/or consequent negative press may adversely affect BCtA by association</p>	<ul style="list-style-type: none"> • Carefully screen companies in the application stage for such risks • Institute clear criteria for companies to maintain membership
C. Operational	

Risk	Mitigation Approach
<p><u>Risk C1.</u> Companies do not measure and/or report on progress</p>	<ul style="list-style-type: none"> • Provide companies with effective tools to track progress • Send regular reminders to members • Build a reporting framework that is sensitive to members' ability and desire to report <p><i>Note: Again, here companies may not track progress for two types of reasons: 1) lack of resources to do so, and 2) unwillingness to track. BCTA should tailor its responses accordingly.</i></p>
<p><u>Risk C2.</u> Insufficient engagement by donors (i.e., those on Steering Committee)</p>	<ul style="list-style-type: none"> • Clearly define BCTA's governance framework and expectations for donors • Create an annual calendar early in the year to send to Steering Committee
<p><u>Risk C3.</u> High BCTA staff turnover leads to lost or weakened relationships with member companies</p>	<ul style="list-style-type: none"> • Document relationships with counterparts in member company using internal database • Institute touch points between two BCTA staff and each company
<p><u>Risk C4.</u> BCTA over-expands or over-commits without sufficient resources</p>	<ul style="list-style-type: none"> • Conduct careful budgeting, planning, and prioritizing of BCTA activities • Maintain close communication with donor Steering Committee to adjust activities or identify resources as needed
<p><u>Risk C5.</u> Complexity of change at UNDP delays BCTA Secretariat's delivery on planned activities</p>	<ul style="list-style-type: none"> • Secretariat engagement with UNDP management to raise awareness of BCTA programming internally • Communication channels between bilateral donors and UNDP is maintained at highest level through Donor Steering Committee on a range of issues related to UNDP's fiduciary role as the host of the Business Call to Action Secretariat. • Visibility of BCTA within UNDP is maintained with partners

Some basic assumptions underlie the above analysis (and the results framework for the Business Call to Action). They include the following:

- BCTA will be able to continue maintaining its global mandate and presence through employing consultants in key hubs across the globe.
- Continued UNDP engagement with BCTA at the highest levels and through central, regional bureau and country offices as has been the case.
- Inclusive business leads to development benefits for low-income and marginalized populations (note that case studies and research conducted by BCTA of its members have contributed strongly to the validity of this assumption).
- Publicly announced commitments by businesses to inclusive business practices will lead to adoption of those practices by companies.

- Providing a platform for inclusive business commitments and linking BCtA member companies to each other and to donors and technical assistance providers will help companies increase the scale and effectiveness of their inclusive business practices.
- Increasing awareness of successful inclusive business models will encourage other companies to adopt inclusive business practices
- If BCtA members make use of BCtA provided services and give high marks on surveys that ask about the value of BCtA's service offering, then BCtA is providing good value-add for member companies and good return on investment for donors.
- More evidence is required to demonstrate the impact of inclusive business practices on business and society; improving business' ability to monitor, measure, and evaluate the development outcomes achieved by inclusive business initiatives is critical to increasing effectiveness.

1 **III. Results and Resources Framework (see also Annex 1 for official detailed log-frame for 2014-2016 and Annex 8 for Proposed**
 2 **Implementation Plan)**

3

Intended Outcome as stated in UNDP's Global Programme V:			
Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles			
Outcome indicators as stated in UNDP's Global Programme V:			
7.6.1: Number of new public-private partnership mechanisms that provide innovative solutions for development			
7.6.2: Number of pilot and demonstration projects initiated or scaled up by national partners (e.g. expanded, replicated, adapted or sustained)			
Applicable Key Result Area (from 2014-2017 Strategic Plan):			
Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles			
Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements			
Output 7.7 Mechanisms in place to generate and share knowledge about development solutions			
Partnership Strategy: Garnering commitments from the private sector to contribute to pro-poor development goals. Coordination with bilateral development agencies and other private sector related stakeholders to advance the understanding and global commitment towards pro-poor business models.			
Project title and ID (ATLAS Award ID):			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (2014-2016)⁶	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
OUTCOME A: Increased number of companies adopting business practices that are inclusive of the poor			
OUTCOME A: Increased number of companies adopting business practices that are inclusive of the poor	Targets (2014) --A1. 30 (115 total)	<ul style="list-style-type: none"> The same as outreach, training, and advocacy activities listed below 	Business Call to Action Secretariat - UNDP Staff time - Consultants and implementing

⁶ Targets for years 2 and 3 will be informed by resources mobilized, achievements and lessons learned during year 1.

<p>Indicators</p> <p>--A1. Number of members adopting business practices that are inclusive of the poor⁷</p> <p>Baseline</p> <p>-- A1. 85 total</p>	<p>Targets (2015)</p> <p>--A1. 25 (130 total)</p> <p>Targets (2016)</p> <p>--A1. 40 (170 total)</p>	<p>programmes partners to perform outreach and raise awareness</p> <p>- Outreach events (venue, travel)</p>	<p>(</p> <ul style="list-style-type: none"> • UNDP Staff time • Consultants to manage workshops, plan outreach events, and conduct outreach
<p>Output 1: Increased number of companies with inclusive business commitments</p> <p>Indicators</p> <p>1.1 Number of high potential prospective member companies that BCTA has encouraged to consider IB annually⁸</p> <p>1.2 Number of IB workshops</p>	<p>Targets (2014)</p> <p>1.1 150</p> <p>1.2 IB training for MNC</p> <p>Targets (2015)</p> <p>1.1 150</p> <p>1.2 IB training for MNC & SME; 1 country-based training</p> <p>Targets (2016)</p> <p>1.1 200</p> <p>1.2 IB training for MNC & SME; 2 country-based training</p>	<p>Outreach:</p> <ul style="list-style-type: none"> • Conduct thorough regional and industry research to identify companies with high quality, innovative, scalable inclusive business initiatives • Engage BCTA partners, allies and other networks to provide support for identification and development of initiatives • Conduct due-diligence reviews of all companies prior to engaging in outreach conversations to ensure minimal risk to BCTA and its Partners • Work with companies to assist writing applications, thus building a relationship and adding value, while ensuring a streamlined application process • Attend key industry and Partner events to meet and identify new outreach targets • Build an outreach team capable of offering a geographical outreach and member engagement presence in Africa and Asia Pacific <ul style="list-style-type: none"> ○ Determine whether to hire new consultants or work with 	<p>Business Call to Action Secretariat</p>

⁷ BCTA counts the formal approval of a company's application to the program as an indicator of that company's "adoption of business practices that are inclusive of the poor".

⁸ High potential prospects include companies that have at least some familiarity with inclusive business but are not yet part of BCTA's membership (see "Levels of Engagement" section); this will be measured through documentation of meetings with high potential prospect companies in BCTA's Customer Relationship Management database

			<p>partner organizations in these regions</p> <p>Training:</p> <ul style="list-style-type: none"> Co-create introductory inclusive business workshop training for MNCs, to challenge new companies to uptake inclusive business practices and provide them with the basic skills needed to launch a new inclusive initiative 	
OUTCOME B: Increased scale and effectiveness of existing inclusive business initiatives				
<p>OUTCOME B: Increased scale and effectiveness of existing inclusive business initiatives</p> <p>Indicators</p> <p>--B1. Number of commitments by members (by total, existing, and new)⁹</p> <p>--B2. Number of companies that report using BCTA's mobile-based impact measurement tool to refine their initiative</p> <p>Baseline</p> <p>--B1. 85 total</p>	<p>Targets (2014)</p> <p>--B1. 115 Total</p> <p>--B2. 5</p> <p>Targets (2015)</p> <p>--B1. 130 Total</p> <p>--B2. 13</p> <p>Targets (2016)</p> <p>--B1. 200 Total</p> <p>--B2. 10</p>	<ul style="list-style-type: none"> The same activities for the mobile-based impact measurement tool listed below apply here as well (see below) Create and disseminate the index of IB effectiveness (via survey) 	<p>Business Call to Action Secretariat</p>	<ul style="list-style-type: none"> UNDP Staff time Consultants and implementing partners to perform outreach and raise awareness Outreach events (venue, travel) Contract with third party provider to provide mobile enabled data collection tool.
	<p>Output 2: Increased linkages between inclusive businesses, funders, and other resources</p> <p>Indicators</p> <p>2.1 Percent of BCTA member companies consulted</p>	<p>Targets (2014)</p> <p>2.1 25% of members</p> <p>2.2 Set up system for linkages and referrals</p> <p>2.3 3 members partnered with another party as a result of BCTA</p>	<ul style="list-style-type: none"> Collaborate with leading partner organizations in co-creation of high-level events to drive new BCTA commitments and link/refer existing BCTA members with other practitioners Hold flagship Annual Events around the UN General Assembly in New 	<p>Business Call to Action Secretariat</p>

⁹ Measuring replication tests whether lessons are transferring among members

<p>2.2 Percent of BCtA members benefiting from referrals made (based on member needs/requests)</p> <p>2.3 Number of linkages leading to: Business to business partnerships; Joint donor and business programs; Financing for members; and/or Technical assistance for businesses</p>	<p>referral</p> <p>Targets (2015)</p> <ul style="list-style-type: none"> 2.1 25% of members 2.2 Refer at least 25% of members to resources 2.3 2 members partnered with another party as a result of BCtA referral <p>Targets (2016)</p> <ul style="list-style-type: none"> 2.1 25% of members 2.2 Refer at least 25% of members to resources 2.3 7 members partnered with another party as a result of BCtA referral 	<p>York, attracting the participation and support of private sector companies, bilateral donors, developing country governments, and multiple UN agencies</p> <ul style="list-style-type: none"> • Conduct annual member consultations • Begin process of designing a system for linkages and referrals database • Encourage member partnerships with another party through proactive referral • Implement a tracking system for the rating of value of BCtA services to companies (based on member survey and interviews) • Implement a tracking system of mentions of a company's IB initiative in annual or CSR reports 		
<p>Output 3: Improved tools and methods for measurement of inclusive business impact</p> <p>Indicators</p> <p>3.1 Number of companies receiving any BCtA services in impact measurement assistance</p> <p>3.2 Percentage of members reporting</p>	<p>Targets (2014)</p> <ul style="list-style-type: none"> 3.1 5 3.2 50+% 3.3 Yes 3.4 No <p>Targets (2015)</p>	<ul style="list-style-type: none"> • Hire a service offering firm to implement mobile-enabled survey services with 10 companies in 2014 (8 in 2015, 5 in 2016); manage the service offering firm • Tailor the service to each member company engaged in this service offering 	<p>Business Call to Action Secretariat</p>	<ul style="list-style-type: none"> • UNDP Staff time • Consultants to manage the impact evaluation service line • Third party service provider to provide mobile enabled data collection tool

<p>results from IB initiatives</p> <p>3.3 Roll out of new mobile-based impact measurement tool</p> <p>3.4 3 Impact Workshops</p>	<p>3.1 8</p> <p>3.2 50+%</p> <p>3.3 Yes</p> <p>3.4 Yes</p> <p>Targets (2016)</p> <p>3.1 10</p> <p>3.2 50+%</p> <p>3.3 Yes</p> <p>3.4 n/a</p>			
<p>Output 4: Creation and dissemination of more robust evidence on inclusive business:</p> <p>Indicators</p> <p>4.1 Number of knowledge products (case studies, sector reports, flagship reports) published</p> <p>4.2 Number of webinars and knowledge / sectoral events</p> <p>4.3 New Content Pieces Generated by BcTA (articles, blogs, videos¹⁰)</p> <p>4.4 Number of Flagship BcTA events</p>	<p>Targets (2014)</p> <p>4.1 15 case studies; 2 member sector reports; 1 flagship impact report</p> <p>4.2 6 webinars; 5 events</p> <p>4.3 70</p> <p>4.4 1 UNGA Event ,1 Women's Day CSW Event, 2 Donor Joint events</p> <p>4.5 130 mentions</p> <p>4.6 20% growth in webpage views; 2,200 online followers</p>	<ul style="list-style-type: none"> Contract firms to produce flagship reports Draft and submit case studies for each of the companies detailing key learnings from the mobile-based impact measurement service after completion of the rollout Manage the production of case studies on member initiatives in collaboration with a reputable knowledge organization Create BcTA member-focused sector-specific reports in collaboration with a leading knowledge/partner organizations 	<p>Business Call to Action Secretariat</p>	<ul style="list-style-type: none"> UNDP Staff time Consultants to produce articles, case studies, reports and advocacy materials, and to plan events Third party provider to conduct research and case studies

¹⁰ Blogs on our website will be written periodically. BcTA's GSB page based articles, opeds etc. and official case studies/report publications are seen as major knowledge repositories.

<p>(NY UNGA Annual and other UN Events; Donor Joint Events)</p> <p>4.5 Number of media mentions and publications featuring BCTA</p> <p>4.6 Webpage views; social media followers</p> <p>Baseline</p> <p>4.1 13 case studies; 2 member sector reports</p> <p>4.2 6 webinars; 6 events</p> <p>4.3 To be tracked going forward</p> <p>4.4 1 UNGA Event, 2 Donor joint events</p> <p>4.5 120+ mentions; 100+ publications</p> <p>4.6 7,019 views / month; 2000+ online followers</p>	<p>Targets (2015)</p> <p>4.1 15 case studies; 2 member sector reports</p> <p>4.2 3 webinars; 5 events</p> <p>4.3 60</p> <p>4.4 1 UNGA Event, 1 CSW Event, 1 Donor Joint events</p> <p>4.5 100 mentions</p> <p>4.6 10% growth in webpage views; 2,500 online followers</p> <p>Targets (2016)</p> <p>4.1 25 case studies; 4 member sector reports</p> <p>4.2 6 webinars; 5 events</p> <p>4.3 90</p> <p>4.4 1 UNGA Event, 1 CSW Event, 3 Donor Joint events</p> <p>4.5 180 mentions</p> <p>4.6 20% growth in webpage views; 2,800 online followers</p>	<ul style="list-style-type: none"> • Create and disseminate the quarterly BCTA newsletter • Develop 15 feature articles or blogs for new partners including US Chamber, WFP, Huff post, Devex, BSR • Produce unique articles and content on BCTA member companies for the Guardian Sustainable Business platform • Explore participation and deeper participation in regional media and business events • Produce thematic webinars to share company examples and recruit new members • Co-create knowledge/sectoral events with key partner organizations • Produce and disseminate BCTA press releases/articles/blogs through reputable global and national media outlets leading to an increase in media mentions • Build media awareness through social media presence and partnerships with key media organizations leading to an increase in online followers • Implement qualitative assessment of usage and citations of BCTA's knowledge products by members and by field 	
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

OUTCOME C: Improve adoption of inclusive business practices among the development community and local governments						
Outcome C: Improved adoption of inclusive business practices among the development community and local governments						
Indicators --C1. Number of BCtA partnerships with development community	Targets (2014) --C1. 3 Targets (2015) --C1. 2 Targets (2016) --C1. 4	<ul style="list-style-type: none"> • Increase the number of non-funding BCtA partners • Increase the number of Institutional Affiliates • Co-create events with other UN agencies to drive the inclusive business agenda forward within the United Nation • Develop inputs into program related to Post 2015 Agenda with key partners including UN agencies 	Business Call to Action Secretariat	<ul style="list-style-type: none"> • UNDP Staff time • Consultants and implementing partners to perform advocacy and raise awareness 		
Output 5: Support for country-level mobilization around specific development issues	Targets (2014) 5.1: 2 countries 5.2 2 5.3 3 5.4 4 Targets (2015) 5.1: 2 countries 5.2 2	<ul style="list-style-type: none"> • Establish country-level engagements • Commission opportunity assessments conducted on country-level issues • Co-create convenings organized for country-level issues with key national and like-minded organizations • Perform outreach and secure commitments as a result of BCtA country-level activities • Increase and track the number of consultations facilitated between: <ul style="list-style-type: none"> o UNDP/donors and 	Business Call to Action Secretariat and UNDP country offices	<ul style="list-style-type: none"> • UNDP Staff time • Consultants and implementing partners to conduct assessments, manage convenings, and perform outreach to companies in selected countries 		
Indicators 5.1: Number of country-level engagements ¹¹ 5.2 Number of opportunity assessments conducted on country-level issues 5.3 Number of convenings organized for country-level issues						

¹¹ See country-level strategy description in Strategy section

5.4 Number of new commitments as a result of BCtA country-level activities (new versus existing members)	5.3.2 5.4.5 Targets (2016) 5.1: 4 countries 5.2.3 5.3.3 5.4.8	governments ○ Companies and donor initiatives		
TOTAL				

5 IV. Annual Work Plan

6 Year: June 2014 – December 2014

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q 2	Q 3	Q4		Funding Source	Budget Description Amount
OUTCOME A: Increased number of companies adopting business practices that are inclusive of the poor								
OUTCOME A: Increased number of companies adopting business practices that are inclusive of the poor Indicators --A1. Number of members adopting business practices that are inclusive of the poor Baseline -- A1. 85 total Targets (2014) --A1. 115 total	<ul style="list-style-type: none"> Same activities as listed for Output 1 below 				x	Business Call to Action Secretariat	Donor Resources	Consultants Travel Venue Costs Staff Salaries \$806,628

<p>Output 1: Increased number of companies with inclusive business commitments</p>	<p>Outreach:</p> <ul style="list-style-type: none"> Conduct thorough regional and industry research to identify companies with high quality, innovative, scalable inclusive business initiatives Engage BCtA partners, allies and other networks to provide support for identification and development of initiatives Conduct due-diligence reviews of all companies prior to engaging in outreach conversations to ensure minimal risk to BCtA and its Partners Work with companies to assist writing applications, thus building a relationship and adding value, while ensuring a streamlined application process Attend key industry and Partner events to meet and identify new outreach targets Build an outreach team capable of offering a geographical outreach and member engagement presence in Africa and Asia Pacific Determine whether to hire new consultants or work with partner organizations in these regions <p>Training:</p> <ul style="list-style-type: none"> Co-create introductory inclusive business workshop training for MNCs, to challenge new companies to uptake inclusive business practices and provide them with the basic skills needed to launch a new inclusive initiative 	<p>x</p>	<p>Business Call to Action Secretariat</p>	<p>Total Donor Resources</p>	<p>Consultants Travel Venue Costs Staff Salaries</p>	<p>budget included in above</p>
<p>OUTPUT B: Increased scale and effectiveness of existing inclusive business initiatives</p>						

<p>OUTCOME B: Increased scale and effectiveness of existing inclusive business initiatives</p> <p>Indicators</p> <ul style="list-style-type: none"> --B1. Number of commitments by members (by total, existing, and new) --B2. Number of companies that report using BCTA's mobile-based impact measurement tool to refine their initiative <p>Baseline</p> <ul style="list-style-type: none"> --B1. 85 total --B2. To be tracked going forward <p>Targets (2014)</p> <ul style="list-style-type: none"> --B1. 115 Total --B2. 5 	<ul style="list-style-type: none"> • The same activities for the mobile-based impact measurement tool listed below apply here as well (see below) • Create and disseminate the index of IB effectiveness (via survey) 	<p>X</p> <p>x</p>	<p>Business Call to Action Secretariat</p>	<p>Total</p> <p>Donor Resources</p>	<p>Consultants</p> <p>Travel</p>	<p>budget included in above and below</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------	--------------------------------------------	-------------------------------------	----------------------------------	-------------------------------------------

Output 2: increased linkages between inclusive businesses, funders, and other resources		x	x	X	Business Call to Action Secretariat	Total Donor Resources	Consultants Travel	\$225,554
<ul style="list-style-type: none"> 2.1 Percent of BcTA member companies consulted 2.2 Percent of BcTA members benefiting from referrals made (based on member needs/requests) 2.3 Number of linkages leading to: <ul style="list-style-type: none"> Business to business partnerships; Joint donor and business programs; Financing for members; and/or Technical assistance for businesses 	<ul style="list-style-type: none"> Collaborate with leading partner organizations in co-creation of high-level events to drive new BcTA commitments and link/refer existing BcTA members with other practitioners Hold flagship Annual Event around the UN General Assembly in New York, attracting the participation and support of private sector companies, bilateral donors, developing country governments, and multiple UN agencies Ensure at least 50% of member company consultations take place in 2014 Take the necessary steps to setting up a system for linkages and referrals Encourage member partnerships with another party through proactive referral Implement the tracking system for the rating of value of BcTA services to companies (based on member survey and interviews) Implement a tracking system of mentions of a company's IB initiative in annual or CSR reports 	x	x	X		Donor Resources	Consultants Travel	\$225,554
<ul style="list-style-type: none"> 2.1 25% of members 2.2 Set up system for linkages and referrals 2.3 3 members partnered with another party as a result of BcTA referral 				X				

Output 3: Improved tools and methods for measurement of inclusive business impact	Indicators	Activities related to the mobile-based impact measurement tool:	X	Business Call to Action Secretariat	Total Donor Resources	Consultants	\$536,946
3.1 Number of companies receiving any BCtA services in impact measurement assistance	3.1 5	<ul style="list-style-type: none"> Draft a TOR to hire a service offering firm to implement mobile-enabled survey services with 10 companies in 2014 (8 in 2015, 5 in 2016) Hire the service offering firm 	X			Travel Media production	
3.2 Percentage of members reporting results from IB initiatives	3.2 50+%	<ul style="list-style-type: none"> Provide a virtual introduction of the service to up to 15 BCtA member companies that covers the scope of the programmatic activities 	X				
3.3 Roll out of new mobile-based impact measurement tool	3.3 Yes	<ul style="list-style-type: none"> Enter into memoranda of understanding with 10 BCtA member companies and the BCtA Secretariat that outline the programmatic activities for the service for each of the participating companies 	X				
3.4 3 Impact Workshops	3.4 No	<ul style="list-style-type: none"> Co-create surveys questions with 10 BCtA member companies and the BCtA Secretariat Design customized implementation plans and surveys for each of the 10 companies Start implementing the service based on the implementation plan for the 10 companies 	X				
Targets (2014)							

Output 4: Creation and dissemination of more robust evidence on inclusive business:			X	Business Call to Action Secretariat	Total Donor Resources	Consultants Travel	\$605,764
Indicators							
4.1 Number of knowledge products (case studies, sector reports, flagship reports) published	<ul style="list-style-type: none"> Draft and submit case studies for each of the companies detailing key learnings from the mobile-based impact measurement service after completion of the rollout 		X				
4.2 Number of webinars and knowledge / sectoral events	<ul style="list-style-type: none"> Manage the production of 15 case studies on member initiatives in collaboration with a reputable knowledge organization 		X				
4.3 New Content Pieces Generated by BCtA (articles, blogs, videos)	<ul style="list-style-type: none"> Create 2 BCtA member-focused sector-specific reports in collaboration with a leading knowledge/partner organizations Create and disseminate the quarterly BCtA newsletter 	x	X				
4.4 Number of Flagship BCtA events (NY UNGA Annual and other UN Events; Donor Joint Events)	<ul style="list-style-type: none"> Develop 1B feature articles or blogs for new partners including US Chamber, WFP, Huff post, Devex, BSR 	x	X				
4.5 Number of media mentions and publications featuring BCtA	<ul style="list-style-type: none"> Produce at least 4-6 unique articles and content per month on BCtA member companies for the Guardian Sustainable Business platform 	x	X				
4.6 Webpage views; social media followers	<ul style="list-style-type: none"> Explore participation and deeper participation in regional media and business events 		X				
Baseline							
4.1 13 case studies; 2 member sector reports	<ul style="list-style-type: none"> Produce 6 thematic webinars to share company examples and recruit new members 		X				
4.2 6 webinars; 6 events			X				
4.3 To be tracked going forward							
4.4 1 UNGA Event, 2 Donor joint events	<ul style="list-style-type: none"> Co-create 5 knowledge/sectoral events with key partner organizations 		X				
4.5 120+ mentions; 100+ publications	<ul style="list-style-type: none"> Produce and disseminate BCtA press releases/articles/blogs through reputable global and national media outlets leading to an increase in media mentions 		X				
4.6 7,019 webpage views / month; 2000+ online followers	<ul style="list-style-type: none"> Build media awareness through social media presence and partnerships with key media organizations leading to an increase in online followers 		x				
Targets (2014)							
4.1 15 case studies; 2 member sector reports; 1 flagship impact report	<ul style="list-style-type: none"> Implement qualitative assessment of usage and citations of BCtA's knowledge products by members and by field 		x				36
4.2 6 webinars; 5 events							
4.3 70							
4.4 1 UNGA Event, 1 Women's Day CSW Event, 2 Donor Joint events							
4.5 130 mentions							

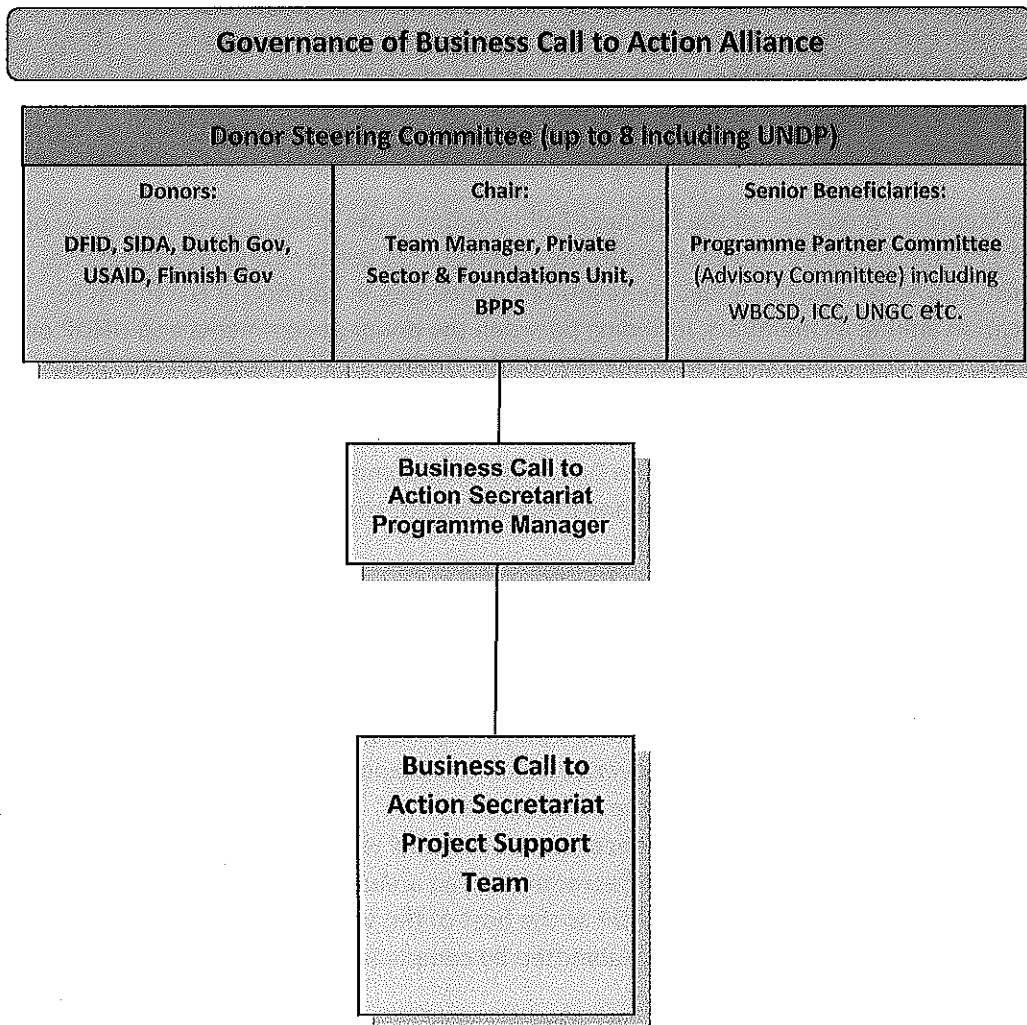
OUTCOME C: Improve adoption of inclusive business practices among the development community and local governments						
Indicators	Business Call to Action Secretariat	Total	Consultants Travel	budget included in above and below		
<p>OUTCOME C: Improved adoption of inclusive business practices among the development community and local governments</p> <p>Indicators</p> <p>--C1. Number of BCTA partnerships with development community</p> <ul style="list-style-type: none"> • Increase the number of non-funding BCTA partners • Increase the number of Institutional Affiliates • Co-create at least one event with another UN agency to drive the inclusive business agenda forward within the United Nations • Develop inputs into program related to Post 2015 Agenda with key partners including UN agencies 	X					
	X					
	X	Donor Resources				
	X					

<p>Output 5: Support for country-level mobilization around specific development issues</p> <p>Indicators</p> <p>5.1: Number of country-level engagements</p> <p>5.2 Number of opportunity assessments conducted on country-level issues</p> <p>5.3 Number of convenings organized for country-level issues</p> <p>5.4 Number of new commitments as a result of BcTA country-level activities (new versus existing members)</p> <p>Baseline</p> <p>5.1: 1 country pilot</p> <p>Targets (2014)</p> <p>5.1: 2 countries</p> <p>5.2 2</p> <p>5.3 3</p> <p>5.4 4</p>	<ul style="list-style-type: none"> • 2 country-level engagements • 2 opportunity assessments conducted on country-level issues • Co-create 3 convenings organized for country-level issues with key national and like-minded organizations • 4 new commitments as a result of BcTA country-level activities (new versus existing members) • Increase and track the number of consultations facilitated between: <ul style="list-style-type: none"> ○ UNDP/donors and governments ○ Companies and donor initiatives 		<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Business Call to Action Secretariat</p>	<p>Total</p> <p>Donor Resources</p>	<p>Consultants</p> <p>Travel</p>	<p>\$434,990</p>
<p>TOTAL</p>							<p>Excluding GMS \$2,609,880</p> <p>Including GMS \$2,792,572</p>

V. Management Arrangements and Governance

The Business Call to Action Alliance follows the UN's Direct Implementation Modality with UNDP as the implementing agency. UNDP serves as executing agent for the Alliance and hosts the BCtA's Secretariat with a fiduciary responsibility to provide oversight and accountability.

The governance and program implementation structure of the BCtA Alliance is depicted in the diagram below:



The governance and program implementation structure of the Business Call to Action Alliance comprises the following bodies and formations:

- The **Donor Steering Committee (consisting of donor governments and UNDP)** is the primary governing body providing strategic oversight for the Alliance and its Secretariat, including approving the project document, the annual work-plans and donor coordination on guidance on

PROJECT DOCUMENT

use of funds, financial reporting, funding mobilization and evaluation, and approval of new commitments.

- The **Programme Partner Committee (consisting of leading organizations engaged in inclusive business)** is tasked with the promotion of the BCtA Alliance to the international business community (member and non-member companies), and its members will provide strategic guidance and assist in joint activities with the Secretariat of the Alliance.
- The **Secretariat**, which is responsible for management and coordination of activities of the Alliance, is led by the Programme Manager. It is accountable to the Donor Steering Committee for its performance.

This governance structure will be reviewed in 12 months at the appropriate DSC meeting.

1. Donor Steering Committee

(Terms of Agreement is as below in Annex 7)

Purpose

The Donor Steering Committee of the Business Call to Action is the primary governing body of the Alliance. It provides guidance and approval to the Secretariat in terms of budget setting and expenditure, and helps mobilize adequate resources as needed. In addition, it is a forum for communication among its members, including between the donor governments and UNDP on a range of issues related to UNDP's fiduciary role as the host of the Business Call to Action Secretariat.

Roles and Responsibilities

The primary roles and responsibilities of the Donor Steering Committee are:

- Approval of the project document and any subsequent changes made to it ;
- Approval of annual work-plans;
- Guidance to the Secretariat in the use of funds;
- Review of annual budget and reporting on expenditures;
- Conduct outreach, in conjunction with the Secretariat, to key potential funders and promote the Alliance and its activities as feasible and appropriate;
- Approval of new donors and programme partners joining the Alliance;
- Approval of any amendment to governance of the Alliance;
- Setting evaluation guidelines for the Alliance;
- Review of the progress of the Alliance based on annual work plans and external evaluations;
- Review of the performance of the Secretariat on an annual basis in consultation with UNDP;
- Discuss any issues related with UNDP as the host of the secretariat
- Review commitment applications submitted by companies to the Business Call to Action for approval;
- Review and approve change in media policy;
- Review and approve substantial change in strategy
- Review and approve change in countries/scope

Composition and Term and Representation

- Maximum size: The Donor Steering Group shall comprise a maximum of **8 voting members** including UNDP (7 donors and UNDP) and one non-voting programme manager of the Business Call to Action Secretariat

PROJECT DOCUMENT

- **Term:** Top 7 funders will have a seat, should they wish to exercise it, for up to six months after the end of their financial commitment.
- **Representation:** Each organization can nominate a lead representative and an alternate to be present in case the lead is unable to make it.

Principles

The members of the Donor Steering Committee members commit to act in accordance with the following general principles:

- **Commitment:** The Donor Steering Committee members agree to commit adequate time, resources, energy and efforts to fulfill their duties on the Donor Steering Committee. This includes, but is not limited to, reviewing all materials provided ahead of Donor Steering Committee meetings and attending all meetings in person or by phone to the extent possible.
- **Integrity:** Donor Steering Committee members agree to always act with integrity and honesty in carrying out their duties on the Donor Steering Committee. This includes, but is not limited to, proactively bringing any ethical issues to the attention of the Donor Steering Committee and acting in accordance with the Conflicts of Interest Policy at all times.
- **Respect:** Donor Steering Committee members agree to always treat all Donor Steering Committee members with equal respect and listen to their views.
- **Collective accountability:** Donor Steering Committee members agree to hold each other collectively accountable for carrying out their duties on the Steering Committee. This includes, but is not limited to, each Donor Steering Committee member being aware of their duties and reminding others of those duties in the event that it is required.

Decision making

- **Consensus:** To the extent possible, the Donor Steering Committee shall make best endeavours to operate by consensus.
- **Voting:** In case a consensus cannot be reached within the Donor Steering Committee, decisions of the Steering Committee shall be arrived through a majority vote which will guide implementation by the Secretariat.

Meetings

Donor Steering Committee Regular Meetings

- **Frequency.** The Donor Steering Committee shall meet twice a year, once in-person and once virtually. Should it be required, an additional meeting will be convened with DSC agreement. Urgent requests will be presented to the DSC via email.
- **Quorum.** A quorum is reached if two thirds of the members are present. Any donor unable to attend will designate an alternate.
- **Notice.** The Chair, with administrative support from the Secretariat, shall ensure that at least two weeks' notice is given to Steering members ahead of meetings.
- **Agenda.** The Secretariat shall ensure that the agenda and all pertinent information concerning the business to be conducted at each meeting shall be delivered to all Steering Committee members sufficiently in advance of each meeting to permit meaningful review.
- **Minutes.** The Secretariat shall be responsible for taking minutes of all Steering Committee meetings.
- **Conflicts of Interest.** Each and every member of the Steering Committee agrees to adhere to the Conflicts of Interest Policy.

Other Meetings

- Any donor member of the Donor Steering Committee can call for a meeting with all other donors without the presence of the BCtA Secretariat and/or UNDP. In such a case, the donors can appoint a chair for the meeting.

Chairperson

- Appointment of Chair. UNDP as the host of the Secretariat will chair the Donor Steering Committee at the Assistant Secretary General Level or a designated alternate
- The Chair shall have the following key roles and responsibilities:
 - Review and approval an agenda ahead of Donor Steering Committee meetings, prepared by the Secretariat and subject to DSC amendments;
 - Direct and facilitate inclusive and purposeful discussion at Donor Steering Committee meetings;
 - Ensure that all agenda items are addressed and decisions are made in a timely fashion;
 - Ensure that all Donor Steering Committee members are aware of their duties as members and obligations under the Conflicts of Interest Policy.

2. Programme Partner Committee

Purpose

The Programme Partner Committee is the main advisory body of the Business Call to Action. Guidance from the PPC shall be presented to the DSC to act as inputs into DSC decisions where appropriate. (All members to be admitted into the PPC will be approved by the DSC)

Roles and Responsibilities

The primary roles and responsibilities of the Programme Partner Committee are:

- Raise awareness of the initiative world-wide, mobilize stakeholders (both business and non-business) and their commitments, and conduct advocacy and outreach at events and meetings on behalf of the initiative;
- Promotion of the BCtA Alliance to the international business community (member and non-member companies) and generation of new BCtA commitments;
- Review and provide input in the annual work plan and annual progress report of the Secretariat;
- Engage in joint activities with the Secretariat, in alignment with DSC-approved workplans and within the framework of the overall BCtA strategy.

Composition, Term and Representation

- Maximum size. The Programme Partner Committee shall comprise a maximum of 7 members.
- Membership:
 - Secretariat Host (UNDP);
 - Up to six members, such as the United Nations Global Compact, the World Business Council on Sustainable Development and the International Chamber of Commerce.
 - Members of the Donor Steering Committee can participate as observers
- Term:
 - Minimum one year commitment and maximum until the term of proposed joint activities between BCtA and the partner expires.

PROJECT DOCUMENT

- Representation:
 - Each organization can nominate a lead representative and an alternate representative on governance.

Eligibility Criteria

- **Global** Institutions that commit to support and contribute to BCtA's workplan of activities in the framework of the Project Document based on an agreed upon partnership agreement including business membership associations, multilateral agencies working in the area of inclusive business etc.

Principles

- The members of the Programme Partner Committee members commit to act in accordance with the following general principles:
 - **Commitment.** Programme Partner Committee members agree to commit adequate time, resources, energy and efforts to fulfill their duties on the Steering Committee. This includes, but is not limited to, reviewing all materials provided ahead of Programme Partner Committee meetings and attending all meetings in person or by phone to the extent possible.
 - **Integrity.** Programme Partner Committee members agree to always act with integrity and honesty in carrying out their duties on the Programme Partner Committee. This includes, but is not limited to, proactively bringing any ethical issues to the attention of the Programme Partner Committee and acting in accordance with the Conflicts of Interest Policy at all times.
 - **Respect.** Programme Partner Committee members agree to always treat all Programme Partner Committee members with equal respect and listen to their views.
 - **Collective accountability.** Programme Partner Committee members agree to hold each other collectively accountable for carrying out their duties on the Programme Partner Committee. This includes, but is not limited to, each Programme Partner Committee member being aware of their duties and reminding others of those duties in the event that it is required.

Decision making

- **Consensus.** To the extent possible, the PPC shall make best endeavours to operate by consensus.

Meetings

- **Frequency.** The Programme Partner Committee shall meet through a minimum of two meetings per year, either in-person or virtually and at least one meeting shall be held in-person each year with the Donor Steering Committee. Virtual meetings will take place as needed to respond to opportunities that require quick decisions.
- **Quorum.** A quorum is reached if two thirds of the members are present.
- **Notice.** The Chair, with administrative support from the Secretariat, shall ensure that at least two weeks' notice is given to Programme Partner Committee members ahead of meetings.
- **Agenda.** The Secretariat shall ensure that the agenda and all pertinent information concerning the business to be conducted at each meeting shall be delivered to all Programme Partner Committee members sufficiently in advance of each meeting to permit meaningful review.

PROJECT DOCUMENT

- **Minutes.** The Secretariat shall be responsible for taking minutes of all Programme Partner Committee meetings.

Conflicts of Interest

Each and every member of the Programme Partner Committee agrees to adhere to the Conflicts of Interest Policy.

Chairperson

Appointment of the Chair. UNDP has the host of the Secretariat will chair the Programme Partner Committee. The Chair shall have the following key roles and responsibilities:

- Review and approve an agenda ahead of Programme Partner Committee meetings, prepared by the Secretariat; subject to PPC amendments
- Direct and facilitate inclusive yet purposeful discussion at Programme Partner Committee meetings;
- Ensure that all agenda items are addressed and decisions are made in a timely fashion;
- Ensure that all Programme Partner Committee members are aware of their duties as members and obligations under the Conflicts of Interest Policy.

Program Implementation Structure:

3. The Secretariat

Purpose

The Secretariat is hosted at UNDP and its staff is hired by UNDP, but some of its roles and responsibilities are independent of UNDP. The distinctions are described below. The Secretariat is responsible for the day-to-day management and operations of the Alliance, subject to the direction and guidance of Donor Steering Committee.

Roles and Responsibilities

The primary roles and responsibilities of the Secretariat are noted below, recognizing that this list may expand and so should not be considered comprehensive:

- **Executive**
 - Prepare and present an annual work plan and budget for the Alliance;
 - Identify funding gaps and mobilize adequate resources for the various activities of the Alliance;
 - Carry out routine monitoring and data collection of the Alliance's programs
 - Prepare and present an annual performance report on the Alliance's activities reviewing progress of all programs.
- **Program activities**
 - Oversee performance of the work plan and expenditure of the budget;
 - Coordinate and manage the identification, development, approval, delivery, implementation, evaluation, and closeout of all programs of the Alliance;
 - Commission and supervise project work contracted to consultants;
 - Ensure appropriate use of the Alliance's resources and accountability of grant recipients;
- **Administrative and marketing**
 - Arrange and provide administrative assistance at Governing committee meetings, send notices, prepare agendas and draft minutes; and
 - Maintain the Alliance's marketing brochures, publications and its website.

Accountability of the Secretariat

The Secretariat shall be accountable to the Donor Steering Committee for its performance and carrying out its roles and responsibilities. Such performance will be undertaken in consultation with UNDP on an annual basis.

4. Role of United Nations Development Programme

UNDP shall have several roles in the Alliance. To the extent possible, UNDP shall keep these various roles separate and distinct:

Role on the Donor Steering Committee and Programme Partner Committee: UNDP has a permanent seat on both committees, by virtue of its ongoing contribution to the Alliance. The UNDP Representative and his/her alternate shall serve as voting members of both Committees and represent the institutional position of UNDP, while acting in the best interests of the Alliance. As a member of the DSC, UNDP also provides some in-kind contributions to the BCtA.

Host of the Secretariat.

- UNDP has been entrusted by the Donor Steering Committee to host the Alliance and in that sense it oversees and support the operation of the secretariat. For administrative purposes, BCtA is organized as a programme of UNDP and adheres to the latter rules and regulations.
- Administrative Support. As part of its hosting arrangement with UNDP, the Secretariat shall be entitled to draw on UNDP’s human resource, finance and administration units for its delivery needs and operations.

Relationship with the Programme Manager and the Secretariat

- Staff evaluations. As UNDP staff, the Programme Manager and staff of the Secretariat are subject to UNDP rules and procedures for annual performance reviews.
- Recruitment and Procurement. The Programme manager has primary responsibility for initiating any recruitment and/or procurement process and making recommendations. UNDP has authority to make final decisions.

Partnership Strategy

As part of the strategy process, an external white paper was commissioned to define a partnership strategy for the Business Call to Action and identify potential actors based on the following dimensions of an inclusive business offering. This is a list of prioritized partners but specific areas of collaboration with institutions identified below will be defined based on the detailed workplan of the Alliance.

Relevant dimensions of inclusive business service offering

Dimension	Why is it relevant for companies?	Key areas of organizations selected
Advocacy, communication and awareness building	Lack of awareness and knowledge on Inclusive Business	Awareness building on IB, influence decision-making and create civic engagement and collective action towards development goals.

Research and knowledge generation	Evolving field with further potential for evidence based research to identify common barriers and innovative solutions.	Research and knowledge generating organizations (in terms of tools, methodological management systems, publications and online platforms) on IB.
Peer-To-Peer learning and knowledge management	Need of companies to exchange practical experiences with peers in a similar geography/sector	Facilitation of knowledge exchange and Peer to Peer Learning between companies
Project finance	Finance gap for IB (access to sufficient amounts of patient finance and credit etc.)	Provision of funds and development of financial mechanisms to promote IB.
Technical assistance and project implementation	Adapting business models and operations to low income markets often requires technical assistance.	Provision of technical assistance to those managing inclusive business and enable the implementation of IB projects.
Results and impact measurement	Limited knowledge and experience in social impact monitoring and measurement.	Measure, quantify and evaluate impacts and results achieved from projects IB.
Ecosystem facilitation (including business driven policy dialogue/collective action and Making Markets Work for the Poor)	Necessity to address market failures and systemic challenges that cannot be addressed by individual companies.	Generating an enabling environment for IB through proactive ecosystems, be it policy dialogue, collective action or Making Markets Work for the Poor)

Source: CAD analysis

Over 85 institutions were originally selected through desk research; interviews were conducted with a number of leaders in the space and additional institutions identified through the strategy process. Below is a list of organizations that are considered high priority for partnership and collaboration in this second phase given the strategic added value of each organization based on the thematic dimension and services offered and the strategic interest of partnering with BCtA.

Table 1: High Priority Actors for Partnership

Name of Organization	Short Description	Partnership Potential with BCtA and Dimensions of Service Offering
The Aspen Network of Development Entrepreneurs	The Aspen Network of Development Entrepreneurs (ANDE) is a global network of organizations that propel entrepreneurship in emerging markets, supported by the Aspen Institute. ANDE develops initiatives to address	BCtA should continue its knowledge-based partnership with ANDE across areas of metrics consultations, member

(ANDE)	systemic challenges and opportunities that can only be approached through collective action in the space of Inclusive Business. It offers impact analysis services and programs to support the organizations, such as the BCtA, operating in the space of sustainable business.	capacity building for impact reporting, and other cross-sectoral areas of collaboration with its network of over 180 organizations in over 150 countries. BCtA has partnered with ANDE on sectoral event and report, Housing for the Base of the Pyramid (BoP) in Brazil, as well as on impact measurement webinar with participation from BCtA members.
The Business Innovation Facility (BIF) and The Practitioner Hub (Business Innovation Facility & Innovations Against Poverty)	Technical Assistance: Directly supports businesses with technical assistance, share materials and lessons from projects on the ground to provide practical knowledge of how to make inclusive business models work, focus on tracking the results of support to inclusive business, promotion of partnerships. Peer-To-Peer Learning/ Knowledge Management: Co-Management of the Practitioners Hub, knowledge exchange platform for inclusive business practitioners and companies.	Have already started a formal partnership with the Practitioners Hub; Potential for closer collaboration with the BIF.
Business For Millennium Development (B4MD)	Business for Millennium Development (B4MD) is an independent Australian based not-for-profit organisation that encourages and facilitates inclusive business activities that contribute to the Millennium Development Goals. B4MD is very active in Southeast Asia and the Pacific and works with leading MNCs in the region including Pepsi, Visa, Mondelez, Kellog, Wilmar in scaling up their inclusive business initiatives in countries like Myanmar and others. It also organizes capacity training programmes and mission tours for corporates interested in inclusive business.	B4MD is one of the few non-profit in Asia focused exclusively on inclusive business and given its track record of working directly with companies interested in inclusive business, it can be assist in securing commitments from leading corporates in the region and also build capacity with companies who are new to inclusive business.
BoP Global Network	Research: The BoP Global Network is a network of national BoP Learning Labs that promote research and development of entrepreneurial business methods. The goal is to stimulate new enterprises that are economically competitive, environmentally sustainable, and culturally appropriate. The BoP Global Network has become a vibrant community of academics and practitioners in 18 countries that engage in knowledge creation and dissemination about the theory and practice of creating sustainable businesses at the base of the economic pyramid.	Possibility to organize joint events and conferences, opportunities to use local labs as entry points into certain markets.

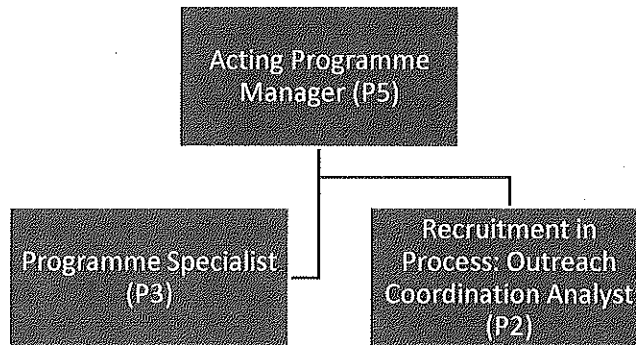
<p>Global Compact</p>	<p>Advocacy and Awareness Raising:/Peer-to-Peer Learning and Knowledge Management: UN Global Compact aims to drive implementation and collaboration by businesses that advance sustainability on a massive scale, while continuing to promote corporate respect for universal principles. The Global Compact raises awareness on the 10 Global Compact Principles and works on consensus building on policies and practices. Through over 100 Global Compact Local Networks, companies are convening and acting on sustainability issues at the ground level. Networks serve an essential role in rooting global norms, issue platforms and campaigns within a national context, and provide an important base to jump-start action and awareness on the ground. The Global Compact supports and builds the capacity of such networks, and facilitates knowledge sharing among them.</p>	<p>Global Compact as part of the Partners of BCtA. Strong interest for collaboration both in terms of global advocacy around post 2015 and inclusive business. Use of the Global Compact Local networks to raise awareness on BCtA and vice versa. Possibilities for Peer to Peer Learning and knowledge exchange on inclusive business through the Global Compact Local Networks.</p>
<p>Global Impact Investing Network (GIIN)</p>	<p>Result and Impact Measurement: The Global Impact Investing Network (GIIN) is a non-profit organization dedicated to increasing the effectiveness of impact investing. The GIIN addresses systemic barriers to effective impact investing by building critical infrastructure and developing activities, education, and research that attract more investment capital to poverty alleviation and environmental solutions. IRIS is one of their key initiatives and comprises a set of metrics that can be used to measure & describe an organization's social, environmental, & financial performance.</p>	<p>Potential for collaboration on high level impact investment and inclusive business event of BCtA in September.</p> <p>GIIN/IRIS would like to include inclusive business in a more specific way into their metric and are looking for feedback.</p>
<p>Growing Inclusive Markets Initiative (GIM)/UNDP Istanbul International Center for Private Sector in Development (IICPSD)</p>	<p>Advocacy/ Research: The Growing Inclusive Markets (GIM) Initiative is UNDP-led global multi-stakeholder research and advocacy initiative that seeks to understand, enable and inspire the development of more inclusive business models around the globe that will help to create new opportunities and better lives for many of the world's poor. GIM is now with the Istanbul International Centre for Private Sector Development in Turkey.</p>	<p>Potential for collaboration extremely high, long term and on-going informal collaboration. BCtA could capitalize on the existing case studies and the wide information and expertise available at GIM.</p>
<p>International Chamber of Commerce (ICC)</p>	<p>The International Chamber of Commerce (ICC; French: <i>Chambre de commerce internationale (CCI)</i>) is the largest, most representative business organization in the world. Its hundreds of thousands of member companies in over 180 countries have interests spanning every sector of private enterprise.</p>	<p>The International Chamber of Commerce should become a core partner of BCtA given its position as the largest representative business organization critical for private sector advocacy especially for companies who do not have inclusive business initiatives (especially from developing countries).</p> <p>ICC has collaborated with BCtA on a number of global advocacy events and further advocacy can</p>

		be undertaken at country level.
International Finance Corporation (IFC)	Project Finance: IFC clients are currently using inclusive business models to provide direct benefits to the underserved population at the base of the pyramid, creating high development impact in financially sustainable and scalable ways. In 2012 alone, IFC's inclusive business clients reached over 173 million farmers, students, patients, and utility customers directly and provided over 13 million microfinance loans. Inclusive business clients also offered 284,000 jobs.	Based on interview, services between IFC and BCtA are complementary. There could be some potential for collaboration around impact measurement and both private sector commitments and advocacy and linkages for financing.
Opportunities for the Majority (OMJ) Initiative/Inter-American Development Bank (IDB)	Project Finance and Technical Assistance: The Opportunities for the Majority (OMJ), created in 2007 by the Inter-American Development Bank (IDB), promotes and finances market-based, sustainable business models that engage private sector companies, local governments and communities in the development and delivery of quality products and services for the Base of the Pyramid in Latin America and the Caribbean.	Complementary in its services with BCtA, potential for collaboration on events and conferences with regards to Latin America (such as the BASE forum in Medellín) and standardization of measurements around impact and policy advocacy
Philippines Business for Social Progress (PBSP)	Country Level Activities: Institute for Social Progress (business organization), supporting inclusive business in the Philippines. PBSP is currently in the process of identifying where in the Philippines business can have an impact on poverty reduction. Closely working with the government that promotes an inclusive growth strategy.	Already existing pilot collaboration in terms of country level mobilization through policy advocacy and securing BCtA commitments from national large and SMEs companies. Based on interview high interest for collaboration on knowledge management and cases development. BCtA could support in the development of models that already exist in other countries and could serve as guidance for the Philippines. Need of support in the area of an impact measurement system
World Business Council on Sustainable Development (WBCSD)	World Business Council for Sustainable Development is a CEO-led, global association of some 200 international companies dealing exclusively with business and sustainable development. The membership has annual revenues of USD 7 trillion, spans more than 35 countries and represents 20 major industrial sectors. The Council also benefits from a network of 60 national and regional business councils and partner organizations, a majority of which are based in developing countries. WBCSD coined the concept of inclusive business.	WBCSD should become a core partner of BCtA given its membership and its credibility as a leading sustainability business network and pioneer in the area of inclusive business and collaborate with BCtA to secure commitments from leading MNCs, engage in peer-to-peer learning and results and impact measurement activities and policy advocacy at global

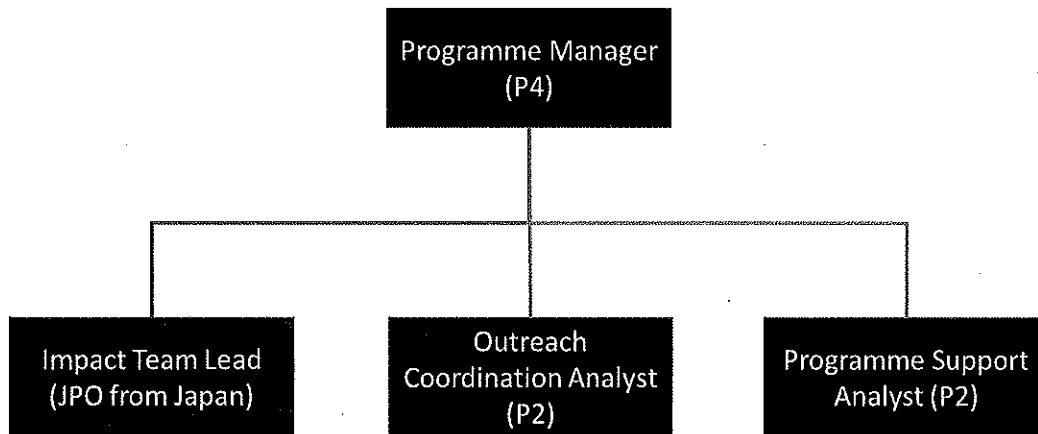
		and national level.
--	--	---------------------

Human Resources 2014-2016

This is the current organogram of BCtA (regarding full time UN staff) as of February 2014. All other functions are carried out by consultants (a Communications consultant, an Inclusive Business Knowledge and Coordination consultant, 2 Outreach consultants, and a Measuring Inclusive Business Results consultant).



This is the organogram that BCtA will be moving to based on further approval. The Impact Team Lead has now been recruited as a JPO under the funding from the Japanese government and joined the Secretariat in February 2015. The Outreach Co-ordination Analyst and Programme Support Analyst will be recruited in 2015, depending on resources mobilized and subject to approval by UNDP as part of the restructuring. (See role descriptions below).



Programme Manager

The BCtA Programme Manager will be responsible for ensuring the effective and efficient execution of programme activities of the BCtA Initiative as a multilateral based public private advocacy platform.

PROJECT DOCUMENT

The Programme Manager will be responsible for the establishment and operation of the BCtA Initiative presented in the approved business plan/ project document for the second phase of the Initiative including human resources management and procurement, drafting the annual workplan and reports and overseeing the management of funds and budget. S/he will be responsible for managing the governance of the Initiative including stakeholder management of existing alliance founders and partners and forging of new partnerships both at the global and country level

Impact Team Lead (Programme Analyst) – funded by Japanese Government as a JPO

The Impact Team Lead will support the Programme Manager in implementing the mobile-enabled survey tool with a third-party service provider to select BCtA member companies. S/he will actively engage in the process of implementing the new service offering with companies in 2015 and 2016. This includes co-creating customized survey questions with participating member companies, designing joint work plans, and implementing the survey tool, collecting results and analyzing results. The Team Lead will also proactively and continually engage with member companies in spurring them to report results on their inclusive business commitment. The Team Lead will conduct research on public and private sources of data on member companies to ensure that all quantitative and qualitative metrics are gathered and analyzed about the inclusive business commitment by the member company. The Team Lead will also categorize results by sector, theme and geography and conduct verification where possible, of self-reported results. The Team Lead will then also benchmark the results reported by BCtA member companies against public indices such as the Impact Reporting and Investment Standards (IRIS) methodology and index, the World Business Council for Sustainable Development's Measuring Impact framework and other leading methodologies. The Team Lead will provide support to the Programme Manager on feeding evidence into advocacy strategies for inclusive business, reporting to the Strategy Committee, and assisting in widely disseminating the results for BCtA.

New: Outreach Co-ordination Analyst

As part of BCtA's mission and under the supervision of the Programme Manager, the Outreach Coordination Analyst will support the coordination of the activities of the outreach team (including sectoral and country experts) and partner network organizations in order to ensure an effective pipeline of companies with initiatives to be accepted for membership and work closely with the Programme Manager in assisting in targeted outreach to high profile companies from HQ through market research and outreach activities. In addition, the Outreach Coordination Analyst will oversee the due diligence workflow for all companies in order to ensure that they meet the highest standard for membership in BCtA.

New: Programme Support Analyst (subject to approval in 2015 by UNDP)

This Programme Support Analyst will report to the Programme Manager. The Analyst will assist the Programme Manager in UNDP procurement of services, contracts and organizations, in HR, compliance, budgeting, work planning and reporting processes for BCtA. S/he will assist the Programme Manager in preparing submissions for the Donor Steering Committee and in ensuring excellent ongoing execution of the activities of BCtA. The Analyst will also directly oversee knowledge creation and event management for BCtA and will collaborate closely with the outreach teams and Country Platform partner organizations. S/he will oversee member company linkages with key ecosystem partners, as well as other partners and affiliates in order to increase impact of company initiatives. Finally, s/he will assist in

PROJECT DOCUMENT

areas of communications (production of quarterly newsletters, webinar series, etc.) and membership engagement (managing and updating the customer relationship database and mailing lists, etc.) and provide other general administrative support to program activities of the Secretariat as required.

Budget Strategy 2014-2016

The full Excel File is sent together with this document. The Excel file has the 2014 budget by line item, programme and output areas, as well as the 2015 and 2016 budgets by line, programme and output areas.

Budget 2014-2016 by Output Areas*

BCtA Estimated Budget (2014-2016)	2015	2016
	In US\$	In US\$
Output 1: Increase number of companies with IB commitments		
5 Business outreach events (Co-Sponsorships)		
2 Introduction to IB Workshops (Costs of Content Development and Events)		
Subtotal	0	0
Output 2: Increase Linkages between inclusive businesses etc.		
Linkages Referral Database		
Website Expansion (Creation of an Affiliate Network, Linkages Database, Member Only Portal)	20,000	20,000
Subtotal	20,000	20,000
Output 3: Improve tools and methods for measurement of IB impact		
Mobile Enabled Tool for Impact Data Collection - 10 Firms	331,500	331,500
BCtA Impact Results Report		
Impact Workshops	20,000	20,000
Subtotal	351,500	351,500
Output 4: Create and Disseminate more robust IB evidence base		
Guardian Sustainable Business	97,000	120,000
6 webinars	10,000	10,000
15 case studies	25,000	37,500
2 Knowledge/Sectoral Events	35,000	35,000
2 Member Sectoral/Thematic Reports		
Printing, translations, publications	30,000	50,000
Copyeditor and Graphic Designer	20,000	20,000
Impact and Knowledge Partnerships	15,000	15,000
Video Production	20,000	20,000
BCtA September General Assembly event	85,000	85,000
Data management and memberships (CSR Wire, MailChimp, Media G etc.)	40,000	40,000
Subtotal	377,000	432,500
Output 5: Support country level mobilization around specific development issues		

PROJECT DOCUMENT

Kenya Country Level Activities (local outreach consultant, country study, convening events)*	120,000	130,000
Consulting Services to Determine 3rd Country and also produce a Linkages Referral System	50,000	90,000
Third Country Level Activities (local outreach consultant, country study, convening events)*	50,000	140,000
Philippines Country Level Activities (local outreach consultant, country study, convening events)*	90,000	100,000
Subtotal	310,000	460,000
Human Resources, Administration and Management		
Staff Salaries - Programme Manager (P4)	220,000	220,000
Staff Salaries - Programme Specialist (P3)	89,187	178,374
Staff Salaries - Outreach Analyst Coordinator (P2)	79,264	158,527
Staff Salaries - Programme Support Analyst (P2)	79,264	158,527
Staff Salaries - Impact Measurement Analyst (P2)	n/a	n/a
3 Sector/Geographic outreach consultants and/or institutional service contracts		
RFP for Outreach in Australia and Southeast Asia	180,000	180,000
RFP for Outreach in Europe	180,000	180,000
RFP for Managing Events and Building an Online Audience	200,000	200,000
Senior Communications Consultant	25,600	25,600
Consultant (Inclusive Business Knowledge and Coordination)	80,000	80,000
Junior Consultant (Measuring Inclusive Business Results) (1)	60,000	60,000
Digital Media Coordinator	70,000	70,000
Monitoring and Evaluation Support		
Office Supplies	9,000	9,000
Office Space Rental	35,430	35,430
Staff Travel	120,000	120,000
Project Document and Resource Mobilization Consulting Services (Dalberg)		
Administrative Support 70% of Administrative Associate	73,500	77,175
Subtotal	1,501,245	1,752,634
Sub Totals (ALL CATEGORIES)	2,559,745	3,016,634
8% GMS*	204,780	241,331
Total plus GMS***	2,764,524	3,257,965
Total 3 year budget excluding GMS		
Total 2015 and 2016 budget INCL. GMS	6,022,489	
Total Available (Including Pledged: Beginning Balance Jan.2015, Minbuza, DFID, Sida, USAID, Finland)	5,827,049	
Resources to be mobilized for 2015 and 2016**	195,440	

* This budget reflects anticipated expenditure as of April 2015, it does not reflect actual expenditures.

**These are numbers based on amounts pledged and initial budget runs but these numbers will vary when final expenditures for 2014 are calculated.

VI. Monitoring Framework and Evaluation

Principles and Best Practices for Inclusive Business Networks

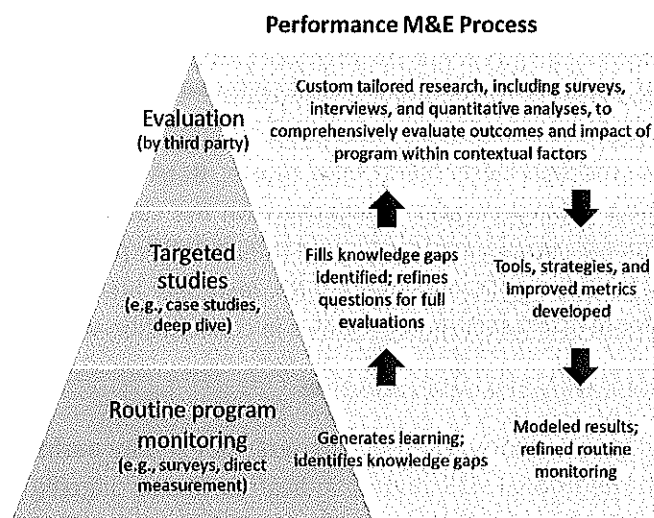
Following an examination of M&E frameworks for similar platforms and networks, the following cross-cutting lessons and best practices were distilled:

- **Expect a gap** (of 3 to 10 years) between when a company starts an inclusive business initiative and when impact can be measured; therefore company commitments should be seen as a leading indicator of impact
- When evaluating network organizations or programmes, using a **mix of qualitative and quantitative indicators** is particularly crucial, since portraying attribution is impossible through quantitative indicators alone
- Expect that measurement of **attribution will be difficult** and costly; thus, objective third party evaluators should be contracted to measure attribution via mid-term and final evaluations that include qualitative approaches
- Evaluative surveys should pose **counter-factual questions** to sector stakeholders and network members to gauge both network effectiveness and BCtA's impact (e.g., "Would your company have pursued this initiative without BCtA engagement?")
- To measure network effectiveness, it's important to **track member sentiment** in a way that is sufficiently granular and consistent over time
- The traditional approach to measuring network effectiveness is to simply **aggregate the measured impact of its members** without increasing the complexity of the analyses with attribution claims for each indicator; this aggregated measurement can then serve as the baseline against which to measure over time
- To improve output tracking, networks should **formalize and standardize services and products** as much as possible to facilitate tracking

Overview of M&E Approach

The design of this performance M&E strategy draws on principles and lessons learned from evaluation frameworks of other development platforms and networks, which are outlined above.

BCtA's approach to its own performance monitoring and evaluation will follow the approach outlined in Figure below. Throughout the implementation of BCtA's activities, the Secretariat will carry out routine monitoring and data collection. Periodically, BCtA will conduct or commission targeted case studies of best practices (e.g., in using impact measurement tools) or of the value of BCtA's linkages and referrals service. Finally, BCtA will commission midterm and final evaluations by a neutral third party, which should assess BCtA's performance against key indicators, and include analyses that rely on systematic surveys of the membership and interviews with select companies and partners.



(Source: Adapted from the GAVI Alliance M&E framework)

Logframe and Annual Tracking

An initial logframe is attached to this project document and sets out information – when available – on baselines and annual targets. Throughout the implementation of BCtA’s next phase, BCtA project staff (including BCtA Secretariat and external consultants) will track and monitor programme indicators in accordance to guidelines outlined in the logframe. These results will be synthesized and reported annually to the Steering Committee to share BCtA’s progress and solicit advice for how to refine BCtA priorities and focus.

The logframe includes predominantly quantitative, measurable indicators, while the mid-term and final evaluations will feature more qualitative assessments, which will help convey the full picture of BCtA’s performance. Specific indicators – such as a survey of the membership and affiliates on the adoption of inclusive practice – will be piloted by the Secretariat to test whether such tracking is feasible and informative; if the indicator is found to be useful, it will be integrated into the formal BCtA performance M&E framework going forward.

The M&E framework will often include disaggregation of indicators by current members (to measure increases in scale and effectiveness) versus new members (to gauge the adoption of inclusive business by companies new to BCtA or inclusive business). Furthermore, development impacts in income and capacity enhancement will be disaggregated by demographics (e.g., women, youth) as much as possible. Such segmentation will be refined by Secretariat’s M&E staff in order to incorporate the specific activities by member initiatives and donor priorities.

The programme will use a number of tools and mechanisms for monitoring:

- The overarching programme logframe will guide on-going collection of indicators (outputs, outcomes, impact)
- BCtA member companies will be asked to complete and submit reports on their chosen impact indicators (impact measurement framework to be refined in 2015), which will be compiled and aggregated by BCtA

PROJECT DOCUMENT

- Periodic (annual) systematic surveys of membership, partners, and affiliates (to gauge effectiveness of inclusive business initiatives, value of BCtA services and tools, etc.)
- Annual reporting to the Steering Committee

After BCtA's new service offerings enter early pilot phase, BCtA Secretariat can potentially institute service-specific targets after gaining greater familiarity with the context and realm of possible results. Moreover, given that some indicators and targets, and their relative priorities, will change depending on strategy refinements (for instance, in alignment with inclusive business trends), we will keep the logframe as a living document and hold regular reviews in consultation with the Steering Committee.

Ongoing performance monitoring and data collection

To operationalize the logframe and monitor the program's day to day performance, the BCTA team will track a large number of operational and output indicators on an ongoing basis (e.g., commitments, referrals, knowledge products/reports, events, etc.). An additional ongoing data collection tool will be the biannual (Q2 and Q4) member surveys that will cover all BCTA members and affiliates and will be conducted using an e-survey tool. These periodic surveys will cover quantitative, quasi-quantitative, and qualitative questions focused on (i) status of member commitments and performance of resulting IB efforts (reach in jobs, products sold, self-assessment of initiative success), (ii) member assessment of overall forward looking trends in the inclusive business space (which will serve as input into annual impact reports), and (iii) member assessment of BCTA service offering (what's useful, what's not, what should be changed).

The day-to-day performance monitoring information will be aggregated twice annually to help the BCTA management team and will be incorporated into the BCTA annual reporting to donors. Aside from serving as a management tool and barometer of BCTA's performance, the ongoing operational reporting will help BCTA establish and track baselines for key performance indicators.

Midterm and Final Evaluations for this Phase 2014 – 2016

Purpose of Evaluations

BCtA will commission independent evaluations that provide both the Donor Steering Board and the BCTA team with an opportunity for joint reflection with an external consultant about the programme's strengths and weaknesses, as well as lessons that can be incorporated into future planning and implementation. The evaluations will also provide essential learning for the BCtA Secretariat, Donor Steering Board, the interested private sector actors, and the international development community.

For BCtA, we recommend two evaluations: a midterm evaluation (in 2015) and a final programme evaluation in 2016/17. In both cases the evaluation should be conducted by external evaluators jointly commissioned by the Donor Steering Board and the BCtA Secretariat.

The evaluations will chiefly assess BCtA's performance against key indicators in the logical framework, with emphasis on the development impact of the programme to date and the extent to which the programme approach and strategy design ensures impact. The evaluations will test the assumptions that underpin BCtA's theory of change, and make recommendations for improvements to delivery, performance, monitoring, and impact, if any, during the remainder of the programme or for any

subsequent work. Both evaluations will distill lessons learned for the inclusive business sector and similar development networks.

Key questions to be answered by the midterm evaluation include:

- How has BCtA performed thus far in accordance to efficiency and effectiveness of its key metrics of increasing income, employment opportunities, skills, and access to goods and services for poor populations while creating sustainable value for business?
- How do businesses perceive BCtA and its services? What are member companies' key demands (segmented by type of company) and how can BCtA best assist them?
- If and how should BCtA's value proposition evolve to meet company demands and inclusive business trends?
- What are the key lessons learned about implementing and/or encouraging the adoption of inclusive business?
- Should the BCtA Secretariat make any adjustments to its ongoing monitoring approaches in order to better support evaluation needs?
- Is there evidence that inclusive business is delivering development impact?
- How can BCtA best optimize its resources and prioritize for the next phase in terms of value and cost-effectiveness for donors and members?

The final evaluation should attempt to answer the following questions:

BCtA's value and performance, contextualized within development and inclusive business trends

- How has BCtA contributed to the development impacts outlined in the logframe (e.g., job creation, enhanced capacity)?
 - Has BCtA substantively contributed to new companies adopting IB practices?
 - Has BCtA contributed to scaling up and increasing the effectiveness of IB programs?
 - Has BCtA increased awareness and the adoption of IB within local governments and development actors?
- Which are the key BCtA activities that have contributed to BCtA's mission? (E.g., test BCtA's performance and relevance in provision of linkage, impact measurement, and convening services to companies)
- Is BCtA's approach to promoting inclusive business an effective one relative to other approaches to mainstreaming inclusive business?
- Is BCtA's strategy resource-efficient (e.g., provides good value for money for donors)?
- What is the best course of action / pathway for BCtA as a programme after 2016?

Impacts of inclusive business as an approach

- Is the inclusive business approach an effective development tool? Is the inclusive business project delivering net positive development impacts for low income people?
- Is the inclusive business model commercially successful / sustainable? Are companies able to realize substantive gains from implementing such models?
- Do investments in inclusive business initiatives provide better value for money, relative to other development initiatives, by leveraging private sector investments and know-how? Are there any knock-off benefits to local economies in which businesses operate?

PROJECT DOCUMENT

- What are the key lessons learned about implementing and/or encouraging the adoption of inclusive business?

Guidelines for Evaluations

The specific evaluation approaches and methods will be linked to the evaluation questions asked and will be defined in collaboration with selected independent evaluators and reviewed by the Donor Steering Board. The evaluations should be designed in terms of DAC criteria and quality standards. The approach may include comprehensive and semi-structured surveys of the BCtA membership, as well as interviews with select companies and partners, to gauge the value of BCtA services. Evaluators should cull all data that has been continuously tracked to gain a holistic picture of the BCtA programme. In addition, evaluators will be expected to create and apply original quantitative analyses, for instance by using several proxies to triangulate an answer, to answer more complex evaluative questions, particularly those pertaining to attribution.

Between BCtA's midterm and final evaluations, should there be a question to which BCtA requires the answer in order to effectively execute programming, BCtA may commission targeted case studies or research on a specific area to gain insight on best practices, test assumptions, and measure the relative value of key BCtA service offerings. Such studies, which are expected to utilize mainly qualitative interview and survey methods, serve to fill crucial, time-sensitive knowledge gaps and refine the relevant questions for the full evaluations (e.g., by assigning different priorities or weights to outcome indicators).

See Appendix 6 for an analysis of the Key Assumptions associated with BCtA's logframe, as well as a risk management framework.

Potential Long-term Pathways for BCtA (post 2016)

At the conclusion of the next three year phase of BCtA's activities, there are a number of potential pathways that the programme could follow depending on a) relative demonstrated value-add of BCtA's services within the context of member needs, b) the availability of continued donor funding, and c) willingness of members to pay for services or membership. As the mid-term evaluation approaches, the Donor Steering Committee and the Programme Partner Committee will begin to discuss specific plans for the programme beyond 2016. Some potential pathways could include:

- **Niche growth areas:** BCtA identifies a specific niche in the inclusive business landscape and continues with a model similar to its existing model for the next five to ten years.
- **Advocacy platform for inclusive business:** BCtA focuses on advocacy and knowledge generation through the UN platform, interacting with other existing inclusive business networks. The current membership function could be absorbed by another network.
- **Spin-off:** BCtA converts into an autonomous membership structure and becomes the preeminent network for inclusive business networks (potentially funded by members).
- **Merger:** BCtA is absorbed by another existing network that has complementary capabilities and membership in order to consolidate the resources and membership of the two networks.

The pathways above are purely illustrative and an actual pathway forward could include multiple elements of these. A more specific plan will be developed around the time of the mid-term evaluation.

VII. Legal Context

UNDP will implement the project in accordance with its financial regulations, rules, practices and procedures.

To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP's security, and the full implementation of the security plan.

UNDP shall undertake all reasonable efforts to ensure that none of the funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

