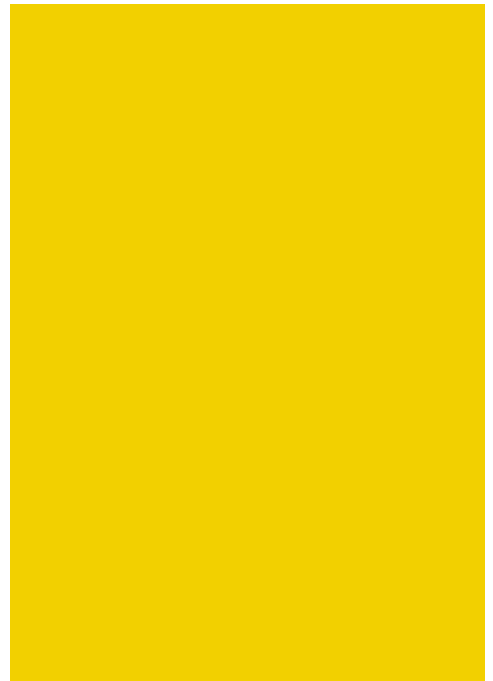


Measuring Value of Business Call to Action Initiatives: A Results Reporting Framework



BUSINESS
CALL TO
ACTION



1. Introduction

1.1 The Role of the Business Call to Action.....	1
1.2 Why a Results Reporting Framework?.....	2
1.3 Objectives of the Framework.....	2

2. The BCtA Reporting Process

2.1 Step 1: Application Form.....	3
2.2 Step 2: Results Form	4
2.3 Indicators	5

3. Resources/Acknowledgements..... 11

Appendices

- A. Application Form
- B. Results Form

1. Introduction

Business is a powerful driver of social and economic change. It is a source of innovation, a provider of solutions and an enabler of economic opportunity. Reducing poverty and achieving the Millennium Development Goals (MDGs) necessitates action not only by governments and civil society, but also by business.¹ Many companies already take steps to advance development through their business operations, but new models, greater investment, and more deliberate action are needed to unlock the full potential of the contribution of business to development.

1.1 The Role of the Business Call to Action

The Business Call to Action (BCtA) was created to accelerate progress towards the MDGs through the active engagement of business. It encourages companies to develop innovative new business models that contribute positively to development while also generating sustainable business opportunities. These types of business models are often described as “pro-poor” or “inclusive,” in that they seek to profitably engage low-income populations across company value chains, and meet the needs of these populations through the development of appropriate and affordable products and services. They differ from philanthropic or corporate social responsibility (CSR) initiatives in that they engage the core business of the company with a view to supporting or growing the business in a commercially viable manner.

Many companies have responded to the BCtA by developing, adapting, or expanding inclusive business models that seek to, for example: provide access to financial services or agricultural information through mobile technology; integrate smallholder farmers or small businesses within supply and distribution chains; or develop employees and suppliers through capacity building and training activities. While each model differs according to the specific company’s core competencies and business activities, all BCtA initiatives contribute to meeting both business and development goals.²

What makes a BCtA initiative?

- Have the potential to generate economic and development benefits;
- Are clearly linked to the company’s core business;
- Incorporate a “fresh” or new approach to business for the company, e.g. through the setting of new targets;
- Generate measurable results.

¹ For information about the Millennium Development Goals, visit: www.un.org/millenniumgoals

² The criteria for BCtA initiatives are available at: <http://www.businesscalltoaction.org/join-bcta/eligibility>

1.2 Why a Results Reporting Framework?

Companies are increasingly being asked by their stakeholders to demonstrate how business activities impact on development. It can be challenging for companies to balance the expectations for results reporting with the realities of business pressures and processes. The process of results collection, measurement and dissemination is often complex and resource-intensive, and some companies may not have access to the skills, tools, and resources required to appropriately capture development results. Yet, taking the time to capture and analyze results can help companies to more effectively meet stakeholder demands, allocate future resources, and ensure continuous innovation.

The credibility of the BCtA hinges on its ability to disseminate results that can: demonstrate the unique contribution of BCtA initiatives to development; inform and improve practice in the creation of inclusive business models; and inspire additional action by the private sector in this area. Therefore, as a condition of BCtA membership, companies are required to report results toward achieving their BCtA initiatives on an annual basis. It is important that these results show the measurable contributions (to date) of their initiatives to both development and commercial goals.

1.3 Objectives of the Framework

The BCtA Results Reporting Framework (“the Framework”) aims to provide an easy-to-use method for capturing the development and commercial results of BCtA initiatives. Recognizing that companies have limited resources available for data/results collection, it is designed to complement and be easily integrated into existing reporting/measurement processes used by companies.

The quantitative and qualitative information captured through the Framework will:

Enable the BCtA Secretariat to:

- Promote and communicate the up-to-date results of company efforts;
- Aggregate results to demonstrate the cumulative impact of BCtA initiatives on development;
- Link BCtA companies to potential partners and/or additional sources of support; and
- Share lessons learned about implementing inclusive business models among the BCtA community of practice.

Enable BCtA companies to:

- Maximize the learning and communication value of the BCtA;
- Track progress and highlight achievements in reaching objectives;
- Identify areas for improvement and/or mitigation measures; and
- Build synergies with other initiatives and sources of support.

While the Framework is intended primarily to capture the positive contribution companies make to the development, the BCtA recognizes that unintended negative impacts may also occur as a result of a company’s activities. The Framework provides a method for tracking progress in achieving objectives, and also for identifying areas for improvement and/or mitigation measures going forward.

The Framework has been designed specifically for reporting the results of BCtA initiatives; however, it may also be useful when applied to other company initiatives or pilot projects. The Framework is NOT intended to capture the full lifecycle or all of the impacts of a company on society, but rather to focus on the contribution of specific inclusive business models to meeting the MDGs.

2. The BCtA Reporting Process

Two forms comprise the core of the BCtA results reporting process: the Application Form and the Results Form. To become a BCtA member, all companies are required to fill out an Application Form (Step 1) providing details of their intended initiative. Once the application is approved, BCtA members are required to submit a Results Form (Step 2) on an annual basis. These forms are strongly aligned to maximize efficiency and ease of use for companies, and to ensure that companies report on the original objectives set for their initiatives.

2.1 Step One: Application Form

To become a member of the BCtA, a company first submits an Application Form (Appendix A) to the Secretariat providing details (both quantitative and qualitative) about their planned initiative. The form can be downloaded or submitted electronically via the BCtA website (www.businesscalltoaction.org/join-bcta/application-form/). The Application Form aims to capture the goals, measures of success, and key features of the BCtA initiative, as well as any potential roadblocks or challenges the company expects to face during implementation. It provides not only the basis on which a company is approved to join the BCtA, but also the record of original objectives set for the initiative, against which annual reports are later submitted.

All of the fields in the Application Form are obligatory. Once completed, fields 2 and 5 through 11 are made available to the public on the BCtA website, while fields 1, 3, 4 and 12 through 16 remain confidential (accessible only to the BCtA Secretariat, BCtA partners and the company). BCtA limits the range of possible responses available for some fields of the Application Form (e.g. type of initiative, sector, market, etc.) in order to enable the effective sorting and aggregation of data.

Field 16 of the Application Form requires applicants to identify a few standard indicators (more information below) against which the company will report each year. Companies are requested to select at least: 1) one investment indicator, and 2) one indicator from another category. While this is the minimum requirement, companies are encouraged to report against as many relevant indicators in the Application Form as desired/practically feasible.

Companies are strongly encouraged to outline expected results (as indicated) on the Application Form.³

³ Companies may choose to use proxy data or statistics collected by other actors (e.g. local government, development agencies, consulting firms, market research institutions etc.) for expected results.

2.2 Step Two: Results Form

BCtA members are required to report on the results of their BCtA initiatives annually by submitting a Results Form (Appendix B). The form can be downloaded or submitted electronically via the BCtA website (<http://www.businesscalltoaction.org/join-bcta/application-form/>). The Results Form is intended to be simple and user-friendly, mirroring the Application Form where possible. It aims to capture year-on-year progress made toward implementation of the company initiative, including key business and development results.

All of the fields in the Results Form are to be completed. All results remain confidential unless agreed otherwise by the company. However, the BCtA may include these results as part of aggregated data to demonstrate cumulative results across BCtA initiatives. Cumulative results are presented in BCtA communications materials, but are not attributed to specific companies.

Fields 1-15 of the Results Form are automatically populated with information provided in the Application Form. Field 15 requires companies to insert up-to-date results from their initiatives. In particular, Field 16 prompts companies to report data against indicators that were identified in the Application Form, as well as to select additional relevant indicators (based on experience implementing the initiative). If a company is unable to complete one or more elements of the Results Form, a reasonable explanation should be provided.

The BCtA relies on companies to voluntarily report the business and development results of their initiatives. Access to current results is what allows the BCtA to most effectively highlight the win-win potential of inclusive business activities, promote individual company initiatives, and catalyze further action by companies. In this spirit, failure to report progress toward meeting a BCtA commitment can ultimately result in removal from BCtA membership.

2.3 Indicators

Part of the reporting process requires companies to identify (via the Application Form) and report on (via the Results Form) business and development indicators. The BCtA has identified a number of indicators from which companies can pick and choose. Some of these indicators are intended to be broadly applicable across all BCtA initiatives regardless of business sector or activity, while others may be more relevant to specific activities.⁴ As good development practice, it is recommended that gender-disaggregated data be supplied for all indicators, where possible.

Indicators have been allocated under the following categories:⁵

Investment: Companies inject cash into economies and increase capital investment by: localizing production and/or manufacturing; investing in research and development; paying local taxes and/or royalties to host governments; timely payments to suppliers; reinvesting back in the local business for future growth; earning foreign exchange; and leveraging other investments in the community.

Job Creation: Companies support national and local employment generation by: creating jobs at all levels of operations and management for local employees; supporting indirect local job creation along value chains; and proactively employing women and marginalized groups where possible.

Enterprise Development: Companies support local business development through backward and forward business linkages along their value chains especially with medium, small and micro-enterprises and accompanied by support in terms of financing and skills development.

Human Capital Development: Companies support human capital development through: training and skills development for employees, joint venture partners, local contractors and suppliers, and other stakeholders; and/or investing in research, training and education in local schools and universities.

Income Generation: Companies impact upon incomes and family well-being through various activities but in particular by paying wages to employees; enabling economic activity of other stakeholders; and supporting access to basic needs.

Goods and Services Provision: Companies can ensure more beneficial local impacts of their goods and services by: adapting brands to meet local needs, tastes and cultures; ensuring affordability and access in the case of basic and/or essential goods and services; understanding and managing the full product lifecycle from sourcing to manufacturing, marketing, distribution and product end-use and disposal; and investing in product quality and safety.

Infrastructure and Sustainability: Companies can play a valuable role in contributing to the building and maintenance of critical infrastructure, particularly those which support access to water, energy, health and ICT; reduce vulnerability through adaptation; and protect against environmental degradation and climate change.

The BCtA understands that companies have limited resources to devote to collecting data on development results. However, it is recommended that a company allocate resources at the outset of any initiative for monitoring data, in order to be able to demonstrate results over time. Some companies may choose to work with a third party to help collect and/or analyze data for specific BCtA indicators, although this is not a BCtA requirement.

⁴ The indicators included in the BCtA Results Reporting Framework are input, output, outcome, and only minimally impact indicators (more information on key terms on the following page). As a result, it may not be possible to gather results on all of the indicators simultaneously. It is understood that data for indicators which capture long-term impact results may not be available for several years and therefore may fall beyond the scope of this exercise.

⁵ These categories have been adapted from Nelson, Jane (2003). "Economic Multipliers: Revisiting the Core Responsibility and Contribution of Business to Development." (IBLF Policy Paper 2003 No. 4 and WBCSD Measuring Impact Framework, 2008).

Indicators

Indicators	Explanation of Indicator and Guidance
INVESTMENT	
<input type="checkbox"/> Total invested in company initiative (USD)	Amount of USD invested per year in the business initiative.
<input type="checkbox"/> # of new customers	Number of new customers as a result of the new business initiative.
<input type="checkbox"/> # of which are women	Number of new customers who are women.
<input type="checkbox"/> Revenues generated as a result of initiative (USD)	This is particularly relevant to value chain initiatives focused on increasing local sourcing. It aims to capture FDI flows through percentage of total amount of sourcing from a region. For example, if the company used to procure 7 million tons of barley at the start of the initiative and is procuring 14 million tons in Year 1 as a result of the initiative, that is 100 percent change in local sourcing.
<input type="checkbox"/> Cost savings to the company as a result of initiative (USD)	Cost savings to the company as a result of initiative, expressed in USD per year. For example, increased sourcing from local suppliers may result in USD savings per year as opposed to previous importation of goods.
<input type="checkbox"/> Profits generated as a result of initiative (USD)	Profits generated per year to the company as a result of the initiative, expressed in USD.
<input type="checkbox"/> % increase in local sourcing as a result of initiative	Increase in local sourcing of products or services by the company, expressed as a percentage of total sourcing of the relevant product or service.
<input type="checkbox"/> % increase in local production as a result of initiative	The increase in local production of the good or service as a result of the initiative, expressed as a percentage increase over previous production.
<input type="checkbox"/> # of people with increased productivity/ revenue generating activities as a result of initiative	Total number of people registering increased productivity or revenues as a result of the initiative. For example, smallholder farmers realizing improved crop yields and increased income as result of an initiative.
<input type="checkbox"/> # of women	Total number of women registering increased productivity or revenues as a result of the initiative.
JOB CREATION	
<input type="checkbox"/> # of full time jobs created	Total jobs generated through an initiative in a given year. Full-time employees are considered to be individuals that work over 35 hours per week. Convert part-time workers into full time equivalents (FTE). This can be broken down into direct and indirect FTEs (see below).
<input type="checkbox"/> Direct (Employees)	Number of FTE equivalent jobs generated within the company, as employees.
<input type="checkbox"/> # of which are women (Direct)	Number of FTE equivalent jobs generated within the company, which are held by women.

<input type="checkbox"/> # Indirect (Suppliers/Distributors)	Number of FTE equivalent jobs generated within the value chain of the company, as suppliers and/or distributors. This aims to capture jobs created through enterprise development but which are not counted in the indirect job creation calculation above. These enterprises may not be a part of the value chain of the company but were established or strengthened because of the initiative.
<input type="checkbox"/> # of which are women (Indirect)	Number of FTE equivalent jobs generated within the value chain of the company, as suppliers and/or distributors, which are held by women.
HUMAN CAPITAL DEVELOPMENT	
<input type="checkbox"/> # of people receiving training/education	Total number of people per year receiving training from the company as part of initiative. This may also include members of the community.
<input type="checkbox"/> # Direct (Employees)	Total number of employees receiving training as part of initiative.
<input type="checkbox"/> # of which are women (Direct)	Number of women receiving training out of the total number of employees receiving training.
<input type="checkbox"/> # Indirect (Suppliers/Distributors)	Total number of suppliers/distributors receiving training as part of initiative.
<input type="checkbox"/> # Women (Indirect)	Number of women receiving training out of the total number of suppliers/distributors receiving training.
<input type="checkbox"/> Total invested in training (USD)	Total amount USD invested in training for all persons receiving training through initiative. This is a component of the indicator in INVESTMENT.
<input type="checkbox"/> Total invested per person trained (USD)	Total amount invested in training divided by total number of people trained.
ENTERPRISE DEVELOPMENT	
<input type="checkbox"/> # of MSMEs targeted by the initiative	Total number of micro, small and medium enterprises (MSMEs) targeted by the activity in terms of capacity building, financing, or inclusion in supply or distribution chains.
<input type="checkbox"/> # of which are women-owned	Number of women-owned micro, small and medium enterprises (MSMEs) targeted by the activity in terms of capacity building, financing, or inclusion in supply or distribution chains.
<input type="checkbox"/> # of new MSMEs established	Number of new micro, small and medium enterprises (MSMEs) established per year as a result of initiative. In many cases, an initiative may have contributed to the creation of MSMEs through training, financing, linkages to lead company, etc.
<input type="checkbox"/> # of which are women-owned	Number of new micro, small and medium enterprises (MSMEs) established by women per year as a result of initiative. In many cases, initiative contributed to the creation of MSMEs through training, financing, linkages to lead company, etc.
<input type="checkbox"/> # MSMEs receiving finance	Number of micro, small and medium enterprises (MSMEs) that received credit through the initiative or through partnerships established with financial institutions.

<input type="checkbox"/> # of which are women-owned	Number of women-owned micro, small and medium enterprises (MSMEs) that received credit through the initiative or through partnerships established with financial institutions.
<input type="checkbox"/> Amount of total financing made available to MSMEs (USD)	Total amount of credit provided to new or existing micro, small and medium enterprises (MSMEs) by company or partner through initiative per year.
<input type="checkbox"/> Amount of financing made available to women-owned MSMEs (USD)	Amount of credit provided to new or existing women-owned micro, small and medium enterprises (MSMEs) by company or partner through initiative per year.
<input type="checkbox"/> Average amount of financing per MSME made available (USD)	Average amount of credit provided (by company or partner) per micro, small and medium enterprise (MSME) per year.
<input type="checkbox"/> Average amount of financing per women-owned MSME made available (USD)	Average amount of credit provided (by company or partner) per women-owned micro, small and medium enterprise (MSME) per year.
<input type="checkbox"/> Total value of contracts to MSMEs (USD)	Total value per year in USD of contracts signed and implemented between lead company and micro, small and medium enterprises (MSMEs) as a result of this initiative.
<input type="checkbox"/> Total value of contracts to women-owned MSMEs (USD)	Total value per year in USD of contracts signed and implemented between lead company and women-owned micro, small and medium enterprises (MSMEs) as a result of this initiative.
<input type="checkbox"/> # of new contracts between company and MSMEs	The number of new contracts signed between the lead company and micro, small and medium enterprises (MSMEs) not previously in the supply chain per year.
<input type="checkbox"/> # of new contracts between company and women-owned MSMEs	Number of new contracts signed between the lead company and women-owned micro, small and medium enterprises (MSMEs) not previously in the supply chain per year.
<input type="checkbox"/> Average additional revenue generated by new/strengthened MSMEs (USD)	Average additional revenue generated per year by micro, small and medium enterprises (MSMEs) affected by the business initiative compared to previous revenues.
<input type="checkbox"/> Average additional revenue generated by new/strengthened women-owned MSMEs (USD)	Average additional revenue generated per year by women-owned micro, small and medium enterprises (MSMEs) affected by the business initiative compared to previous revenues.
<input type="checkbox"/> # of MSMEs strengthened as a result of the initiative	Number of micro, small and medium enterprises (MSMEs) with significant increases in revenue and employment generation due to the initiative. These are existing MSMEs that received training, financing, linkages with supply chain or other contributions from the company.
<input type="checkbox"/> # of which are women-owned	Number of total number of micro, small and medium enterprises (MSMEs) with significant increases in revenue and employment generation due to initiative, which are women-owned. These are existing MSMEs that received training, financing, linkages with supply chain or other contributions from the company.

INCOME GENERATION	
<input type="checkbox"/> Average income of target population (USD)	Income of target population as a result of initiative. This is an estimate and may require sample household surveys in order to estimate the impact of the initiative on incomes. The target population may be people who benefited from new jobs created through the initiative or benefited from cost savings as a result of access to affordable goods and services. Indicate if wages are used as a proxy for this indicator. More precise results may require engaging an external expert to carry out control groups or other more scientifically rigorous studies.
<input type="checkbox"/> Direct (Employees)	Income of employees directly hired by lead company as a result of the initiative.
<input type="checkbox"/> Average income earned by women (Direct)	Average income for women employees who are directly hired by lead company as a result of the initiative.
<input type="checkbox"/> Indirect (Suppliers/Distributors/Customers)	Income of companies or individuals affected by the initiative through indirect activities, such as suppliers, distributors or customers.
<input type="checkbox"/> Average income earned by women (Indirect)	Average income for women-owned companies or individuals affected by the initiative through indirect activities, such as suppliers, distributors or customers.
ACCESS TO GOODS AND SERVICES	
<input type="checkbox"/> # of units or unit services sold	Total number of units or services (may be estimated in time or number of transactions) sold per year.
<input type="checkbox"/> # of individuals reached by product/service	Total number of individuals reached by product or service. In some cases, multiple individuals use a single product (e.g. stove) and thus, this indicator aims to capture the estimated reach of the product or service.
<input type="checkbox"/> # of which are women	Number of the total number of individuals reached by product or service who are women. In some cases, multiple individuals use a single product (e.g. stove) and thus, this indicator aims to capture the estimated reach of the product or service.
<input type="checkbox"/> # of households reached by product/service	Total number of households reached by product or service.
<input type="checkbox"/> # of which are headed by women	Number of households reached by product or service which are headed by women.
<input type="checkbox"/> Price as % of disposable income of target consumers	Price of product or service expressed as percentage of disposable income of target consumer. Indicate whether this is based on a daily, monthly or annual disposable income estimate.
<input type="checkbox"/> Cost savings (per individual or household) as a result of product/service versus existing, previous, or no product (USD)	Estimated amount of money saved in USD per household by using company initiative product or service versus existing or previous product per year. As an example, if the initiative is a mobile phone service that allows individuals to get a better price for their goods, then the savings is based on the difference between the original price and the current price plus the price of the mobile phone service.

<input type="checkbox"/> Time savings (per household) as a result of product/service versus existing, previous, or no product (hours per week)	Estimated amount of time saved per household by using company initiative product or service versus existing, previous, or no product. This should be reported in hours per week. As an example, a new stove may reduce the amount of time needed to collect wood, freeing up hours in the day for other activities.
INFRASTRUCTURE AND SUSTAINABILITY	
<input type="checkbox"/> Total greenhouse gas reductions achieved through initiative (CO2 equivalent)	Any efforts to minimize greenhouse gas emissions can be included here. This will be most relevant to Goods and Services initiatives aimed at improving access to energy efficient housing or clean energy products to consumers.
<input type="checkbox"/> # of people with access to clean water, energy or improved sanitation as a result of initiative	Estimated number of people who have improved access to an improved water source, clean energy for heating, cooking and/or lighting, and improved sanitation as a result of the initiative. As an example, this may include employees of the company who through the initiative have access to such services at the work site or consumers who purchase access to these services at a more affordable rate.
<input type="checkbox"/> # of which are women	Number of women who have access to an improved water source, clean energy for heating, cooking and/or lighting, and improved sanitation as a result of the initiative. As an example, this may include employees of the company who through the initiative have access to such services at the work site or consumers who purchase access to these services at a more affordable rate.

Confidentiality

The BCtA recognizes the importance of balancing companies' concerns about confidentiality and competitive advantage with the need for transparency and accountability. As a result, only basic information about the initiative (excerpted from fields 1 and 4 through 10 of the Application/Results Forms) will be made publicly available on the BCtA website, and only once a company has been accepted as a BCtA member. All other information provided by the company (fields 2, 3, and 11 through 15) will only be available to the BCtA Secretariat and Partners, unless companies indicate an interest to make additional information available on the BCtA website, or in BCtA case studies, videos, and other materials.

Resources / Acknowledgements

Resources

Additional resources on inclusive business models are available on the BCtA website:

<http://www.businesscalltoaction.org/resources/selected-resources/>.

For more information on how BCtA supports companies in developing BCtA initiatives and in results reporting, contact Amanda Gardiner, Amanda.Gardiner@undp.org.

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Appendix A: Application Form

Application Instructions

To become a member of the Business Call to Action (BCtA), a company must submit the Application Form to the Secretariat providing details (both quantitative and qualitative) about their planned initiative. The application aims to capture the goals, measures of success, and key features of the BCtA initiative, as well as any potential roadblocks or challenges the company expects to face during implementation. It provides not only the basis on which a company is approved to join the BCtA, but also the record of original objectives set for the initiative, against which annual reports are later submitted. All of the fields in the Application Form are obligatory.

Field 16 of the Application Form requires applicants to identify a few standard indicators against which the company will report each year. Companies are requested to select at least: 1) one investment indicator, and 2) one indicator from another category. While this is the minimum requirement, companies are encouraged to report against as many relevant indicators on the Application Form as desired/practically feasible.

Companies are strongly encouraged to outline expected results (as indicated) on the Application Form.

Questions about the application process can be directed to Amanda Gardiner at amanda.gardiner@undp.org.

1. Date

2. Company Name

3. Company CEO

Insert name, e-mail, telephone, address, and personal assistant (PA) contact information.

Name

E-mail

Telephone (Please include international calling codes.)

Address

PA contact details

4. Company Focal Point

Insert name, title, e-mail, telephone, and address.

Name

Title

E-mail

Telephone

Address

5. Name of Initiative

Insert name, if any.

6. Type of Initiative

Choose type of initiative.

VALUE CHAIN – the initiative aims to integrate underserved populations into companies' value chains as suppliers, producers, distributors and/or employees. This could be where a company increases its local sourcing or production/manufacturing in the developing world, with a focus on underserved groups (e.g. women, indigenous, youth, previously unemployed or marginalized). It could also be an example of a company investing in skills upgrading for employees, customers, or suppliers in order to optimize productivity and performance. In other instances a company could generate economic opportunities within supply and distribution channels through enterprise development activities for local small and micro enterprises.

GOODS AND SERVICES – the initiative aims to provide/sell products or services to low-income consumers. These products or services are adapted to the target market with respect to affordability, packaging, infrastructure, technology, and culture. In most cases, these initiatives will lead to cost and/or time savings for households, meet basic needs, and catalyze local entrepreneurship. Examples vary greatly by sector but may include the provision of financial services through mobile technology, access to appropriate and affordable household or nutritious products, or provision of low-cost health services or appropriate energy sources.

7. Sector

Choose the sector.

Aerospace	Information Technology Hardware
Agriculture & Fishing	Insurance
Automotive	Manufacturing
Chemicals	Media
Construction & Building Materials	Other
Electronics	Personal Care & Household Products
Engineering & Machinery	Pharmaceutical & Biotechnology
Extractive (Mining)	Professional/Support Services
Extractive (Oil & Gas)	Real Estate
Financial Services	Software & Computer Services
Food and Beverage (processor/producer)	Steel & Other Metals
Food and Beverage (retail)	Telecommunications
Forestry	Textiles & Furnishings
Healthcare	Transportation & Logistics
Hospitality & Leisure	Utilities

8. Market/Region

Choose the market/region.

Latin America and the Caribbean

Sub-Saharan Africa

North Africa and the Middle East

Asia

Europe and Eurasia

Australia and Oceania

9. Phase of Initiative

Select phase.

Pilot – the business model is brand new; it is still being designed and tested, probably on a small scale or within a particular market

Roll out – the business model has been piloted and is being rolled out across the intended markets

Scale up – the business model has been successfully implemented in one or more markets and is being extended, adapted, or replicated

10. Millennium Development Goals

Select MDG. To learn more about the MDGs, please see www.un.org/millenniumgoals/.

MDG 1: Eradicate extreme poverty and hunger

MDG 2: Achieve universal primary education

MDG 3: Promote gender equality and empower women

MDG 4: Reduce child mortality

MDG 5: Improve maternal health

MDG 6: Combat HIV/AIDS, malaria and other diseases

MDG 7: Ensure environmental sustainability

MDG 8: Develop a global partnership for development

11. Headline Objectives

Insert 2 – 3 objectives capturing the main objectives/targets for the initiative. These should be SMART (Specific, Measurable, Achievable, Realistic, and Time-bound).

Objective 1

Objective 2

Objective 3

12. Description of Initiative

Insert a descriptive overview of the initiative, including (but not limited to) the following:

- *Why is it being implemented? (e.g. background, market context, company context)*
- *What are the main goals of the initiative? (e.g. key objectives, how this is significant for the company)*
- *Where is it being implemented? (e.g. specific countries, regions, etc.)*
- *When is it being implemented? (e.g. specific timeframe for this commitment)*
- *Who is implementing it? (e.g. main partners)*
- *How is it being implemented? (e.g. basic business model, resources, implementation mechanisms)*

13. Relevance of Initiative to Core Business

Insert text describing how this initiative fits with the company's core business, as opposed to being philanthropic.

14. Relevance of Initiative to Development

Insert text describing how this initiative is expected to impact positively on development, growth, and/or economic opportunities for low-income people. This should include (but is not limited to) information about:

- *The scale of impact the company expects to have with this initiative (e.g. projected number of people affected, jobs created, enterprises developed, services provided).*
- *The sustainability of the expected impacts, where possible. This may be based on evidence collected from similar projects elsewhere.*
- *The possibilities for adapting, replicating, or scaling up the initiative in other contexts/markets.*
- *How the company will measure the impacts of this initiative.*

15. Risks and Mitigation Measures

Insert text describing the key risks to the success of the initiative and any risk mitigation measures being undertaken.

16. Key Indicators

Select indicators. (Note: It is compulsory for all companies to select at least one investment indicator and one indicator from another category.)

Investment

Indicator	Expected Results	Methods/Comments
Total invested in company initiative		
Number of new customers		
Number of which are women		
Revenues generated as a result of initiative (USD)		
Cost savings to company as a result of initiative (USD)		
Profits generated as a result of initiative (USD)		
Percent increase in local sourcing as a result of initiative		
Percent increase in local production as a result of initiative		
Number of people with increased productivity/revenue generating activities as a result of initiative		
Number of which are women		

Job Creation

Indicator	Expected Results	Methods/Comments
Number of full-time jobs created		
Number direct (Employees)		
Number of which are women (Direct)		
Number indirect (Suppliers/Distributors)		
Number of which are women (Indirect)		

Human Capital Development

Indicator	Expected Results	Methods/Comments
Number of people receiving training/education		
Number direct (Employees)		
Number of which are women (Direct)		
Number indirect (Suppliers/Distributors)		
Number of which are women (Indirect)		
Total invested in training (USD)		
Total invested per person trained (USD)		

Access to Goods and Services

Indicator	Expected Results	Methods/Comments
Number of units or unit services sold		
Number of which are sold to women		
Number of individuals reached by product/service		
Number of which are women		
Number of households reached by product/service		
Number of which are headed by women		
Price as percent of disposable income of target consumers		
Cost savings (per individual or household) as a result of access to product/service versus existing, previous, or no product (USD)		
Time savings (per household) as a result of product/service versus existing, previous, or no product (hours per week)		

Enterprise Development *(MSME: Micro, Small, and Medium Enterprise)*

Indicator	Expected Results	Methods/Comments
Number of MSMEs targeted by initiative		
Number of which are women-owned		
Number of new MSMEs established		
Number of which are women-owned		

Enterprise Development (continued)

Indicator	Expected Results	Methods/Comments
Number of MSMEs receiving finance		
Number of which are women-owned		
Amount of total financing made available to MSMEs (USD)		
Amount of financing made available to women-owned MSMEs (USD)		
Average amount of financing per MSME made available (USD)		
Average amount of financing per women-owned MSMEs (USD)		
Total value of contracts to MSMEs (USD)		
Total value of contracts to women-owned MSMEs (USD)		
Number of new contracts between company and MSMEs		
Number of new contracts between company and women-owned MSMEs		
Average additional revenue generated by new/strengthened MSMEs (USD)		
Average additional revenue generated by women-owned MSMEs (USD)		

Enterprise Development (continued)

Indicator	Expected Results	Methods/Comments
Number of MSMEs strengthened as a result of the initiative		
Number of which are women-owned		

Income Generation

Indicator	Expected Results	Methods/Comments
Average income of target population (USD)		
Direct (Employees)		
Average income earned by women (Direct)		
Suppliers/Distributors/Customers (Indirect)		
Average income earned by women (Indirect)		

Infrastructure and Sustainability

Indicator	Expected Results	Methods/Comments
Total greenhouse gas reductions achieved through initiative (CO2 equivalent)		
Number of people with access to clean water or energy or improved sanitation as a result of initiative		
Number of which are women		

Appendix B: Results Form

Results Reporting Instructions

As a member of the Business Call to Action (BCtA), a company must submit an annual Results Form to the Secretariat providing details about the progress of their initiative. The Results Form aims to measure the success of the BCtA initiative, as well as identify any roadblocks or challenges the company has faced during implementation.

Please refer to the key indicators in section 16 of your original Application Form, for which all companies were requested to have selected at least: 1) one investment indicator, and 2) one indicator from another category. While this is the minimum requirement, companies are encouraged to report against as many relevant indicators on the Results Form as desired/practically feasible.

Questions can be directed to Amanda Gardiner at amanda.gardiner@undp.org.

1. Date

2. Company Name

3. Company Focal Point
Insert name, title, e-mail, and telephone.
Name

Title

E-mail

Telephone

4. Name of Initiative
Insert name, if any.

5. Year for which Results are Being Reported

6. Results Reporting

Select indicators on which to report. (Note: It is compulsory for all companies to select at least one investment indicator and one indicator from another category.)

Investment

Indicator	Results
Total invested in company initiative	
Number of new customers	
Number of which are women	
Revenues generated as a result of initiative (USD)	
Cost savings to company as a result of initiative (USD)	
Profits generated as a result of initiative (USD)	
Percent increase in local sourcing as a result of initiative	
Percent increase in local production as a result of initiative	
Number of people with increased productivity/revenue generating activities as a result of initiative	
Number of which are women	

Job Creation

Indicator	Results
Number of full-time jobs created	
Number direct (Employees)	
Number of which are women (Direct)	
Number indirect (Suppliers/Distributors)	
Number of which are women (Indirect)	

Human Capital Development

Indicator	Results
Number of people receiving training/education	
Number direct (Employees)	
Number of which are women (Direct)	
Number indirect (Suppliers/Distributors)	
Number of which are women (Indirect)	
Total invested in training (USD)	
Total invested per person trained (USD)	

Access to Goods and Services

Indicator	Results
Number of units or unit services sold	
Number of which are sold to women	
Number of individuals reached by product/service	
Number of which are women	
Number of households reached by product/service	
Number of which are headed by women	
Price as percent of disposable income of target consumers	
Cost savings (per individual or household) as a result of access to product/service versus existing, previous, or no product (USD)	
Time savings (per household) as a result of product/service versus existing, previous, or no product (hours per week)	

Enterprise Development *(MSME: Micro, Small, and Medium Enterprises)*

Indicator	Results
Number of MSMEs targeted by initiative	
Number of which are women-owned	
Number of new MSMEs established	
Number of which are women-owned	

Enterprise Development (continued)

Indicator	Results
Number of MSMEs receiving finance	
Number of which are women-owned	
Amount of total financing made available to MSMEs (USD)	
Amount of financing made available to women-owned MSMEs (USD)	
Average amount of financing per MSME made available (USD)	
Average amount of financing per women-owned MSMEs (USD)	
Total value of contracts to MSMEs (USD)	
Total value of contracts to women-owned MSMEs (USD)	
Number of new contracts between company and MSMEs	
Number of new contracts between company and women-owned MSMEs	
Average additional revenue generated by new/strengthened MSMEs (USD)	
Average additional revenue generated by women-owned MSMEs (USD)	

Enterprise Development (continued)

Indicator	Results
Number of MSMEs strengthened as a result of the initiative	
Number of which are women-owned	

Income Generation

Indicator	Results
Average income of target population (USD)	
Direct (Employees)	
Average income earned by women (Direct)	
Suppliers/Distributors/Customers (Indirect)	
Average income earned by women (Indirect)	

Infrastructure and Sustainability

Indicator	Results
Total greenhouse gas reductions achieved through initiative (CO2 equivalent)	
Number of people with access to clean water or energy or improved sanitation as a result of initiative	
Number of which are women	

Partners



DFID Department for
International
Development



Australian Government



USAID
FROM THE AMERICAN PEOPLE



CLINTON
GLOBAL
INITIATIVE



Ministry of Foreign Affairs

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