Business Call to Action
Inclusive Innovation-through-Replication Journeys with Governments
BCtA’s Background and Service Lines

Business Call to Action (BCtA) accelerates progress towards the SDGs by recognizing innovative inclusive business models that engage people at the base of the economic pyramid as consumers, producers, suppliers, distributors of goods and services, and employees. Over 280 companies ranging from multinationals and national companies to small and medium enterprises operating in over 82 countries have responded to the BCtA by committing to improve the lives and livelihoods of millions in developing countries through innovative business solutions. These BCtA member companies are market leaders that provide examples of successful, profitable, and scalable models for reaching poor communities and contributing to global development.

BCtA has been committed to advancing the state of inclusive business since its inception more than a decade ago – that is, shifting the fundamental nature of how business interacts with and serves the income-poor. Initially BCtA focused on documenting the evidence of the viability and benefit of inclusive business models, getting to know the range and scope of these businesses by building a library of inclusive business models. The initial goal was to raise awareness of IB models and support their propagation through influencing others - for example in the development of an IB Maturity Journey tool. Advocating for IB models evolved into a more hands-on engagement with how these businesses operate and an intimate knowledge of how they generate impact. BCtA shifted to directly accompanying inclusive businesses to frame, measure and manage their impact – first through the BCtA Impact Measurement Services (BIMS) and then the Impact Champions programme, leading to the creation of BCtA’s digitally-delivered Impact Lab, which will be deployed to support SDG impact enterprise standards.

Over the course of several years of impact measurement and management work with companies (including Unilever, Sanofi, Saraya, Medtronic, GE Healthcare, Access Afya, ClickMedix, Bive, giftedMom, Bluetown and Empower Pragati), BCtA has now refined an end-to-end process tailored to the needs of companies seeking actionable insights to align their operations with advancing the SDGs. More recently, this has involved the development of additional tools to bridge the public and private sectors to achieve the SDGs, such as the SDG Corporate Tracker which helps companies to frame their contribution to the SDGs within the context of their countries’ VNRs. In tandem, BCtA has further invested in advancing the state of inclusive business by focusing on established companies through the development of its IB Management Practices.

BCtA’s strategy increases the proximity to IB operations further. Building on years of learning about and documenting IB models, then accompanying businesses on their impact journeys, BCtA will now advance the reach of IB models directly by facilitating their replication and adaptation in service of inclusive innovation.

By supporting governments in a curated inclusive innovation process, BCtA can bring a suite of technology-enabled essential services delivery models that are proven not just in terms of their business viability but also their ability to serve the poor. Replicating and adapting COVID-relevant and COVID-resilient inclusive business models is a perfect confluence of BCtA’s assets, the resources of UNDP and the most urgent and pressing demands of Governments to better serve their people.
BCtA leads a Government-centred inclusive innovation process to replicate and adapt proven inclusive business models

The COVID-19 crisis presents a systemic disruption in the delivery of essential services, exacerbating preexisting disparities. A solution to these challenges is innovation, as it can help to alleviate gaps in development. However, it must be government-centred and inclusive – governments can (and should) set the direction of innovation and shape markets, rather than limiting themselves to fixing market failures.

Business Call to Action (BCtA) can support governments to deploy these proven solutions through inclusive innovation processes, thereby serving increasingly poor populations in shrinking fiscal space while mitigating the risk inherent in innovation. BCtA’s programme on inclusive innovation deals with facilitating the replication and adaptation of global innovation processes. It is focused on an upstream process to seed the ecosystem of local entrepreneurs with inclusive models so that governments have viable options of essential services providers, sensitized to the needs of low-income populations, from which to draw downstream. In order to ensure the replication effort is appropriately context-oriented and the innovation process is truly inclusive, solutions must be adapted to the needs and reality of local low-income populations as a central concern. The successful replication and adaptation of agile, problem-based and proven solutions for reducing risks and supporting government inclusive innovation processes occurs across five stages: Planning, Solving Problems, Piloting, Scaling and Training.

Module 2: Piloting — Deploying B4G services based on replication and adaption.

Module 3: Scaling & Training — Guidelines on inclusive procurement, development partnerships, grants-based financing (eg. Challenge funds and results-based instruments). Deploying playbook and trainings on inclusive innovation and IMM to policy makers.

Inclusive Innovation Journey — The replication and adaptation of agile, problem-based and proven solutions for reducing risks and supporting government inclusive innovation processes across five stages: Planning, Solving Problems, Piloting, Scaling and Training. Inclusive Innovation Journey is a service line for UNDP Country Offices to advance government-centred inclusive innovation by replicating and adapting inclusive business models in telehealth, agritech, access to ICT services and digital upskilling and skills development.

Key features of the Innovation Journey

- **Support** pro-poor businesses and local entrepreneurs to help them **filling development gaps**

- **Benefit from the success of BCtA member companies’ models** as a starting point to **replicate** solutions

- **Facilitate the access** to new technologies in the areas of telehealth, agritech, skills development and access to ICT

- **Solve sectoral and locally-specific challenges** faced by governments but also shared public authorities worldwide

- **Develop innovative content** for the government, in addition to training and offering a support structure for innovative public managers

- Integration of **internal UNDP technical expertise** (i.e. Country Offices and Regional Bureaus) with **complementary external private** sector expertise
Solution Offer Overview

Module 1: Planning & Solving Problems

2 months

BCtA offers effective thought partnership and accompaniment to governments and partners throughout a co-created inclusive innovation process. Planning involves upfront investment in research and intelligence on development gaps and sector-specific challenges across geographies, followed by co-definition of the problem and policy analysis. Afterwards, BCtA assesses the availability and suitability of actionable, problem-based solutions from its repository of proven innovative inclusive business models, or through open innovation challenges when solutions cannot be easily identified.

Module 2: Piloting

3 months

BCtA connects the multiple stakeholders required to deploy the solution and accelerate inclusive innovation processes through a combination of 10 core sessions for entrepreneurs. The piloting stage begins with an open challenge, for which enterprises sign up to address government challenges proposing solutions. After the selection procedure, the ecosystem partners are identified and the participating startups will select five to pilot their innovation with a public institution. These five companies will also be supported by their growth and scaling process, and they will have the chance to get mentorship from expert BCtA member companies.

Module 3: Scaling & Training

3 months

BCtA facilitates the co-development of standards and aspiration for scale of the solution along with specific accompaniment and mentorship of the scaling processes to support the emergence of providers to implement the solution at scale. Subsequently, BCtA develops short learning training tracks in the format of mentoring sessions for policy makers to grow the knowledge and interest of public agents on inclusive innovation processes.

Inclusive Innovation Journey

8 months

Altogether, BCtA develops and facilitates innovation processes by bringing sector-specific intelligence about challenges, bottlenecks and market-proven solutions to collaborative dialogues with governments in order to co-define problems and appropriate solutions according to a country’s needs and context. In addition, BCtA adapts the support required to accompany Government partners through operational stages of the innovation journey, whether capacity-building to drive innovation processes, enhancing public sector adoption of innovation or establishing cultures of learning and continuous improvement.
Training Sessions for Entrepreneurs

10 core sessions, 3 months of engagement, 32 hours of content

**Session 1: How to Develop B2G Models**

2 sessions, 2h each

- Understanding the Public Client
- B2G Scalability & Replicability
- Financials: Define B2G Metrics
- Public Procurement of Innovation

**Session 2: Sector Scoping (Sector Map)**

1 session, 2h

- Masterclass by recognized sector experts
- Identify sector bottlenecks and opportunities
- How to strategize and identify your B2G model to face the sector’s gaps & opportunities
- Understand & Map contributions of the sectoral B2G model towards SDGs

**Session 3: End-user journey to access public services**

2 sessions, 2h each

- Public Services Value Chain
- User Journey Mapping
- Prototype to Accelerate
- Bring narratives of end-users
- Understanding the client journey when they access the public service

**Session 4: Workshop P2P learning session between originators and adopters (BCTA members + local companies)**

1 session, 3h

- Adopters & Originators share B2G models and Best Practices
- Model Adaptation & Adjustments
- Joint solution through aggregated Value Chain
- Originator Model Testing within local context
- Networking Opportunities & Mentoring

**Session 5: Business models that serve the BoP**

1 session, 1h30

- Introduction to the concept of BoP and Inclusive Business
- Key features of Inclusive Businesses/models that serve the BoP
- Distribution models to serve the BoP
- Market opportunities with the BoP
- they access the public service
**Session 6: Adapting Business Model for B2G Delivery**

1 sessions, 4h
- Ideation from B2B/C to B2G
- Business model adaptation

**Session 7: Shaping a Business for B2G Implementation**

1 sessions, 3h
- Business model delivery with government
- Personalized coaching on B2G
- Shaping business model
- Prepare business model adaptation to serve the Government’s demand
- Roadmap for government and businesses to implement the solution

**Session 8: Impact Management: Planning for Impact**

1 sessions, 3h
- Definition and benefits of impact measurement and impact management
- Globally accepted standards and principles for impact management
- Defining short- and long-term goals and linking them to the Sustainable Development Goals and SDG Targets
- Goal-Setting under a Gender lens
- Creating an Impact Value Chain

**Session 9: Impact Management: Framing Impact**

1 sessions, 3h
- Selecting metrics (Key Performance Indicators) to measure your impact
- Gender disaggregated indicators
- Identifying benchmarks as a basis for comparison
- Mapping existing data and identifying indicators where additional data and evidence needs to be gathered
- Sources of data and approaches to data collection

**Session 10: Investor Maps**

1 sessions, 3h
- SDG Investment landscape
- Unlocking investment focused on health models
- Pooling of funds for private and public sector
- Investor Matchmaking Event
Mentoring Sessions for Policy Makers

5 core sessions, 1 month of engagement, 10 hours of content

Session 1: Inclusive and Sustainable Procurement
1 session, 2h
- Establish inclusive procurement guidelines
- Establish scale standards

Session 2: Inclusive Innovation and integration of innovative processes
1 session, 2h
- Establish inclusive procurement guidelines
- Establish scale standards

Session 3: Impact Management
1 session, 2h
- Impact Value Chain for Public Sector
- Tool to manage the impact of the solution

Session 4: Emergent Technologies
1 session, 2h
- Session led by UNDP Accelerator Labs on emergent technologies for the public sector

Session 5: Real Tests with Users
1 session, 2h
- Validations against the solution