



BUSINESS AND THE MILLENNIUM DEVELOPMENT GOALS: A FRAMEWORK FOR ACTION

2nd Edition

Jane Nelson and Dave Prescott



WORLD BUSINESS AND DEVELOPMENT AWARDS

This 2nd edition of *Business and the MDGs: A Framework for Action* is printed on the occasion of the 2008 World Business and Development Awards. The awards acknowledge the contribution of the private sector to help achieve the Millennium Development Goals (MDGs) through their core business. The true spirit of the awards lies in the pursuit of productive and innovative business-driven solutions to sustainable development.



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Business and the Millennium Development Goals: A Framework for Action (2nd edition)

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“Sound public policies and investments are central for achieving the MDGs and accelerating economic growth, but they are not enough. The private sector is the engine of innovation and growth providing incomes for rural and urban populations. It is also a tremendous repository of organizational and management expertise that can increase the effectiveness of service delivery. Where possible, countries should draw on the private sector to complement governments in designing, delivering and financing interventions to achieve the MDGs.”

The MDG Africa Steering Group
Ban Ki-Moon, United Nations Secretary-General (Chair), **Donald Kaberuka**, President, African Development Bank, **Jean Ping**, Chairperson, African Union Commission, **José Manuel Barroso**, President, European Union, **Dominique Strauss-Kahn**, Managing Director, International Monetary Fund, **Ahmand Mohamed Ali Al-Madani**, President, Islamic Development Bank Group, **Angel Gurría**, Secretary-General, Organisation for Economic Cooperation and Development, **Robert B. Zoellick**, President, The World Bank Group

FOREWORD TO THE SECOND EDITION

The imperative for action

2008 marks the halfway point in the global effort to achieve the Millennium Development Goals (MDGs). The United Nations, the World Bank, the World Economic Forum (WEF) and others have all noted that despite a sustained period of global economic growth, which has contributed to some progress on the goals, an enormous surge of effort is now required if the world is to meet its targets – especially as the global economic outlook starts to look less positive, and in the face of high food and energy prices and the impacts of climate change.

The ‘development emergency’ declared at Davos in 2008 echoed an earlier finding from WEF’s *Global Governance Initiative* that the world is making ‘less than half the effort’ required to meet the MDGs. The IMF and World Bank’s *2008 Monitoring Report* also concluded that ‘most countries are off track to meet most of the goals, with those in fragile situations falling behind most seriously’. Significant progress against the goals remains possible, but a massive injection of political will and government leadership is required to make this happen. It has also become increasingly clear that the MDGs cannot be achieved in the absence of a diversified and productive private sector.

The economic growth and wealth creation that is essential for their achievement will come primarily from private enterprise, whether driven by large multinational corporations, national companies, small and medium firms or social enterprises. Such enterprise will also be the source of most of the innovations in new technologies, products, processes, and financing mechanisms necessary for tackling environmental challenges and building what UNDP describes as ‘inclusive business models’, which explicitly include the poor as consumers, employees, entrepreneurs, suppliers, distributors, retailers, or sources of innovation in economically viable ways.

Governments in both developed and developing countries clearly have a crucial role to play in creating the appropriate enabling framework for such enterprises and for ensuring accountable and responsible management of public revenues and services. Yet, they cannot meet their commitments to the MDGs without effectively enabling, regulating and partnering with the private sector.

This is not to suggest that companies and markets are a panacea. Far from it. In situations of bad or weak governance, private enterprise can rarely make a *sustained* positive impact and in some cases can seriously undermine the MDGs. In a growing number of cases, however, business offers a variety of solutions ranging from the job creation and income generation impacts of successful enterprise, to the targeted adaptation of individual business products, processes and value chains to collective action by groups of companies and multi-stakeholder alliances.

The business role

The specific business contribution will depend not only on factors such as the industry sector and the company’s business model, ownership structure and size, but also on the MDG in question and type of development intervention needed, such as increasing access to jobs, education, health, energy, water, technology and markets or improving accountability and public capacity.

“The economic growth and wealth creation that is essential for the achievement [of the MDGs] will come primarily from private enterprise.”

Regardless of the differences, most companies have the potential to make a contribution to the MDGs through one or more of the following three areas:

- 1. Core business operations and value chains –** harnessing the innovative technologies, financing mechanisms, products, processes and skills of the private sector to create wealth and employment and to develop and deliver essential goods and services, and implementing responsible business practices in areas such as human rights, labour, environmental, health and safety standards, and anti-corruption.
- 2. Social investment and philanthropy –** contributing non-commercial financial support, employee volunteers and expertise, product donations and other in-kind contributions, all of which can run into hundreds of millions of dollars, and supporting community-based projects.
- 3. Public advocacy, policy dialogue and institution strengthening –** Engaging in advocacy, public policy dialogue, joint regulation, and efforts to build or strengthen public institutions and administrative capacity in order to bridge governance gaps, improve the enabling environment and support more systemic change at either the local, national or global level. This can often be best achieved through collaborative initiatives on particular issues such as energy efficiency and climate change, HIV/AIDS, or the use of ICT for development.

Large firms are now acknowledging that combating poverty is not only important for contributing to a stable operating environment, and managing risk, but can also represent a major opportunity, and are implementing new business practices, often in partnership with public and civil society bodies, in order to develop these opportunities.



Political leaders and governments are, in turn, publicly supporting company activities that contribute to the MDGs. UNDP's *Growing Inclusive Markets* initiative, for example, is a strategic effort bringing together business leadership coalitions, donors, universities and foundations to study and promote more inclusive corporate value chains and effective public-private partnerships. UNDP's *Growing Sustainable Business* programme is now operating in over 12 countries and many other UN agencies and bilateral donors are developing dedicated private sector units and partnership building programmes. Another example is the *MDG Call to Action*, an international effort begun by the UK Government and currently supported by 48 Heads of State and over 60 CEOs. Within this broader initiative is the *Business Call to Action*, aimed at engaging the core competencies and value chains of business to accelerate progress toward growth and the MDGs. The *Clinton Global Initiative*, is another nongovernmental example launched within the past five years, which engages business, philanthropic and community leaders to work on practical projects in such areas as education, energy and climate change, global health and poverty alleviation. And the *World Business Council for Sustainable Development (WBCSD)-SNV Alliance* is helping to create inclusive business opportunities by linking local communities with big business.

At a local level, social entrepreneurs and small and medium enterprises (SMEs) continue to make a major contribution to the MDGs. Most of the world's private sector activity takes place at this level, rather than within and between large firms, and although many of the brief examples in this report feature corporations, the world's small-scale operators provide a huge additional range of replicable business approaches. Contact between large firms and the SME sector takes place through company supply chains. As such, enterprise development and business linkage initiatives and other projects to transfer skills, technology and finance to small companies and social enterprises is one of the most important contributions that large national companies and multinational corporations can make to the MDGs.

The business response to date

In the five years since the first edition of this report was produced, there has been growing evidence that many companies are making a serious effort to align their core business functions with the needs of the societies in which they are operating. Even though business solutions often require complex collaboration with non-traditional partners as well as a significant re-think of conventional business models, there are a growing number of companies that have profitably navigated these challenges, and the development benefits appear to have been significant. Initiatives to strengthen the agricultural supply chain, for example, can improve the lives of smallholder farmers and their communities, help to increase food production, generate employment (especially for women), protect and improve soils, and demonstrate efficient use of natural resources, particularly water. Another potentially high-impact business intervention is increasing access to basic services such as energy and water in developing countries, which can alleviate poverty and provide jobs, as well as generating spin-off benefits for newly-connected health clinics and schools. A third area where business know-how has been successfully brought to bear is in increasing access to finance and information technology, for example by reducing the cost of remitting money internationally, providing microfinance loans, or enabling mobile phone customers to transfer money by SMS.

“While the private sector is playing an increasingly important role, much more could be achieved with greater vision and leadership on the part of business leaders themselves and with better policy frameworks and incentives from governments.”

Despite the signs of progress in these areas and elsewhere, such projects must be urgently replicated and scaled up if the MDGs are to be met. More work is needed on evaluating what works and what doesn't – both in terms of new business models and partnerships, as well as public policy innovations. There is a need to build greater awareness and capacity within business and government on the issues at stake, the business case for engagement, and the tools for engagement. And above all, there is a need to engage thousands more companies, ranging from established multinationals to the emerging corporate leaders of Asia, Latin America, the Middle East and Africa.

While the private sector is playing an increasingly important role, much more could be achieved with greater vision and leadership on the part of business leaders themselves and with better policy frameworks and incentives from government. The *Global Business Coalition on HIV/AIDS, TB and Malaria* notes, for example, that companies are currently doing 'a fraction' of what they could be doing in order to address these diseases. Market incentives and competition between companies may provide further impetus. Governments, multilateral groups and large NGOs in turn can all show leadership by recognising and encouraging the business contribution, as well as collaborating on solutions.

About this report

As with the first edition, the brief examples in this report represent an illustrative list, rather than a comprehensive analysis. New examples have been drawn from short-listed and winning entries in the biannual International Chamber of Commerce, International Business Leaders Forum (IBLF) and UNDP *World Business and Development Awards* (2006 and 2008) as well as UNDP's '*Creating Value for All*'¹ report. Other case studies are taken from the *Business Call to Action*, and existing information from sustainability-oriented business groups such as the IBLF and WBCSD.

Progress charts drawn from the *UN Millennium Development Goals 2007* report have been added for each goal, which prompts a set of questions: what proportional contributions have private sector efforts made to the MDGs, versus public and civil society efforts? Which initiatives have been most successful, and what were the success factors? What can be learned from unsuccessful initiatives?

At the moment it is hard to answer these questions. This in turn raises a further point: meeting the MDGs is, to a large degree, a hugely complex information management challenge. The best information management skills in the world lie in the biggest and most successful companies. Harnessing such skills in the context of the MDGs may be a crucial success factor in achieving the goals.

WHAT ARE THE MILLENNIUM DEVELOPMENT GOALS?

In September 2000, 189 heads of state ratified the Millennium Declaration. The declaration is an unprecedented global commitment and one of the most significant United Nations documents of recent time. It offers a common and integrated vision on how to tackle some of the major challenges facing the world. www.un.org/millennium

The declaration has resulted in eight Millennium Development Goals (MDGs) focused on reducing poverty, improving the quality of peoples' lives, ensuring environmental sustainability, and building partnerships to ensure that globalisation becomes a more positive force for all the world's people. Specific targets and indicators have been set for each of the goals, to be achieved by 2015.

The goals and targets are the focus of this report and are summarised on the page overleaf. Some of them have very direct implications for business, others relate more broadly to the enabling framework and policy environment in which companies operate. All of them are relevant for the private sector in today's inter-dependent global economy.

At the same time, it is crucial to emphasise that the main responsibility for the achievement of the Millennium Development Goals lies with governments. In particular, there is a need for good governance, adherence to the rule of law, respect for human rights, ongoing efforts to tackle conflict and corruption, and implementation of international norms and standards. There is also a need for more generous and effective development assistance from donor governments, debt relief, and fairer access to global markets for exports from developing countries. It is within such a framework of government leadership that the private sector can most effectively play a constructive role.

Many companies ask how the eight Millennium Development Goals relate to the ten principles of the UN Global Compact, also summarised on the next page. The Global Compact is a learning network with participation from UN bodies, companies, business associations, NGOs, and trade unions. Its ten principles are focused on the implementation of responsible business practices in the areas of human rights, labour standards, environmental performance and anti-corruption. The Global Compact asks companies to adhere to these ten principles, which are all based on international intergovernmental agreements, within their own corporate sphere of influence. This commitment in itself is an important component of how business can support the Millennium Development Goals. Companies can play a vital role by promoting this set of universally agreed core values, and by minimising the negative impacts of their own business operations.

At the same time, the Global Compact and a growing number of other initiatives actively call on companies to engage in cross-sector partnerships in order to develop practical solutions for meeting the broader development objectives outlined in the eight Millennium Development Goals. These broader development objectives sometimes go beyond the company's immediate workplace, marketplace and supply chain. Although there is growing debate on what the boundaries of business should be in tackling these challenges vis a vis governments and civil society organisations, there is no doubt that the private sector can play a creative and beneficial role. At the very minimum, it must ensure that its activities are carried out within the law and do not have a negative impact.

THE MILLENNIUM DEVELOPMENT GOALS

189 United Nations member states have pledged to meet the following eight goals by 2015:

- | | | | |
|----------|--|----------|---|
| 1 | Eradicate extreme poverty and hunger | 5 | Improve maternal health |
| 2 | Achieve universal primary education | 6 | Combat HIV/AIDS, malaria and other diseases |
| 3 | Promote gender equality and empower women | 7 | Ensure environmental sustainability |
| 4 | Reduce child mortality | 8 | Develop a global partnership for development |

www.un.org/millenniumgoals

THE UN GLOBAL COMPACT

At the World Economic Forum in Davos on 31 January 1999, UN Secretary-General Kofi Annan challenged world business leaders to 'embrace and enact' the following set of universal principles within their sphere of influence in the areas of human rights, labour standards and the environment. In 2004, a tenth principle was added, relating to anti-corruption. Over 4300 businesses in 120 countries around the world have signed up to the Global Compact.

- | | | | |
|----------|---|-----------|---|
| 1 | Human Rights
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and | 7 | Environment
Principle 7: Businesses should support a precautionary approach to environmental challenges; |
| 2 | Principle 2: make sure that they are not complicit in human rights abuses. | 8 | Principle 8: undertake initiatives to promote greater environmental responsibility; and |
| 3 | Labour Standards
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; | 9 | Principle 9: encourage the development and diffusion of environmentally friendly technologies. |
| 4 | Principle 4: the elimination of all forms of forced and compulsory labour; | 10 | Anti-Corruption
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery. |
| 5 | Principle 5: the effective abolition of child labour; and | | |
| 6 | Principle 6: the elimination of discrimination in respect of employment and occupation. | | |

www.unglobalcompact.org

WHY ARE THE MDGS IMPORTANT TO BUSINESS?

International issues such as peace, security, sustainable development, human rights and poverty alleviation, are increasingly interlinked. They have ramifications for all sectors of society and their achievement requires complex and collaborative solutions. Whilst governments must carry primary responsibility for achieving them, it is increasingly in the interests of business to be part of the solution rather than part of the problem.

Over the past decade, domestic and foreign companies have become more important and influential actors in many developing countries as a result of privatisation and market liberalisation and they have a growing stake in the future progress of these countries.

At the same time, there are growing international demands for companies to be more transparent and more accountable for their economic, social and environmental impacts everywhere they operate. Within this context, there are three broad reasons why it makes good business sense to contribute towards the achievement of the Millennium Development Goals. Each of these is a crucial pillar for building successful and competitive private enterprises:


- First, investing in a sound environment in which to do business;
- Second, managing the direct costs and risks of doing business;
- Third, harnessing new business opportunities.

“Companies are major economic actors who can play a significant role in areas like poverty alleviation, climate change, trade liberalisation, supporting good governance, technology transfer and capacity-building. Indeed, without the involvement of the private sector it is difficult to see progress on many of these fronts.”

Cynthia Carroll, CEO, Anglo American plc, speech to Royal Institute of International Affairs, London, 18 June 2008


“If more companies follow the lead of the most creative organizations in their industry, they will make a huge impact on the world’s worst problems.”

Bill Gates, ‘Making capitalism more creative’, TIME magazine, July 2008




INVESTING IN A SOUND BUSINESS ENVIRONMENT

Most legal enterprises benefit from operating in stable and secure societies. They benefit from having access to a healthy and competent workforce and prosperous consumers and investors. Productive and competitive companies benefit from the existence of open, rule-based, predictable and non discriminatory trading and financial systems and a non-corrupt and well governed economy. Failure to achieve the MDGs is likely to undermine some or all of these pillars of business success – at both a national and international level.



MANAGING DIRECT COSTS AND RISKS

Challenges such as local environmental degradation, global climate change, HIV/AIDS, ethnic conflict, and inadequate health and education systems, can add directly to the costs and risks of doing business. They can increase operating costs, raw material costs, hiring, training and other personnel costs, security costs, insurance costs and the cost of capital. They can create both short-term and long-term financial risks, market risks, litigation risks and reputation risks. The companies that understand and address these challenges can improve their risk and reputation management, reduce their costs, improve their resource efficiency and enhance their productivity.



HARNESSING NEW BUSINESS OPPORTUNITIES

Some of the world’s most successful and innovative companies are developing new products, services, and technologies, and in some cases even transforming their business models, to address social and environmental challenges. They recognise that many developing countries, especially those with large populations and natural resources, offer long-term business opportunities. To these companies, helping to achieve the MDGs is not only a matter of corporate social responsibility, embedded in compliance, risk management and philanthropy, but also a matter of corporate social opportunity, embedded in innovation, value creation and competitiveness.

A FRAMEWORK FOR THE CORPORATE CONTRIBUTION TO DEVELOPMENT

CORE BUSINESS OPERATIONS AND VALUE CHAINS

Creating positive shared value for host countries and communities by mobilising the innovative technologies, processes and skills of the private sector to help achieve international goals through what are increasingly called 'inclusive business models', 'base of the pyramid' models, or creative capitalism. In some cases these alliances can be commercially viable from the outset, in others they require various forms of seed or venture financing, or hybrid approaches that include ongoing public, donor or philanthropic support. At a minimum companies should aim to avoid any negative impacts by internalizing international principles and codes into core business activities. Key 'development multipliers' from core business operations include the following:

- **Producing safe and affordable products and services** – especially improving access to meet essential needs such as nutrition, health, energy, water, education, finance, housing, and information
- **Generating income and investment** – through paying local wages, taxes, dividends, and royalties, and through earning foreign exchange
- **Creating jobs** – recruiting locally, both within the company and along the supply chain, and facilitating constructive organised labour relations
- **Developing local human resources** – investing in training, skills development, health and safety in the workplace and along the supply chain
- **Fostering entrepreneurship and building local businesses and business linkages** – through supplier and distribution networks, especially with medium, small and micro-enterprises
- **Spreading responsible business standards and practices** – in areas such as human rights, labour standards, environment, employee health and safety, ethics and anti-corruption, conflict prevention, and product safety and quality
- **Supporting technology development and transfer** – investing in local research & development and spreading modern technologies from information technology to life sciences and low-carbon systems
- **Establishing physical and institutional infrastructure** – investing in plant and machinery, telecommunications and transport systems, and legal and financial frameworks and institutions.



SOCIAL INVESTMENTS AND PHILANTHROPIC CONTRIBUTIONS

Contributing different types of non-commercial financial support, from traditional philanthropy to social venture funds and hybrid or 'blended-value' financing mechanisms, employee volunteers and expertise, product donations and other in-kind contributions. These activities can help to support or strengthen local communities and the poor by:

- Supporting education, training, youth development, environmental, health, and nutrition projects
- Building capacity of community leaders and social entrepreneurs
- Training local technical specialists in areas such as health and the environment
- Building governance capacity and voice of local civil society groups and media organisations
- Supporting multi-cultural education and awareness programmes
- Assisting with voter education initiatives, community advocacy and participatory decision-making
- Establishing and supporting micro-credit programmes and small business support

PUBLIC ADVOCACY, POLICY DIALOGUE AND INSTITUTION STRENGTHENING

Individual companies or business associations engaging in advocacy, public policy dialogue, joint regulation, and efforts to build or strengthen public institutions and administrative capacity in order to bridge governance gaps, improve the enabling environment, and support more systemic change at either the local, national or global level. Examples include:

- Supporting local and national governments to protect human rights, eliminate bribery and corruption, improve the efficiency of public administration and service delivery, and the fairness and transparency of regulations
- Working with governments to improve social infrastructure by supporting healthcare and education reform and sound environmental policies
- Engaging in global dialogue on issues such as climate change, global health, and migration
- Improving investment climates and access for developing country exports to world markets
- Advocating for increased quantity and quality of donor aid to developing countries

GOAL ONE: ERADICATE EXTREME POVERTY AND HUNGER

Target 1a

Halve between 1990 and 2015, the proportion of people whose income is less than one dollar a day

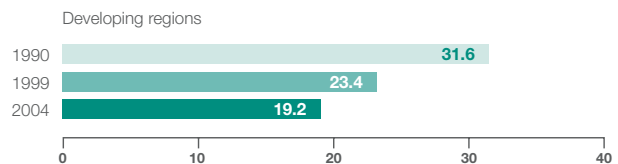
Target 1b

Achieve full and productive employment and decent work for all, including women and young people

Target 1c

Halve, between 1990 and 2015, the proportion of people who suffer from hunger

Proportion of people living on less than \$1 a day, 1990, 1999 and 2004 (Percentage)



SOURCE: United Nations (2007) Millennium Development Goals Report 2007, New York: United Nations, p. 7

How can business engage?

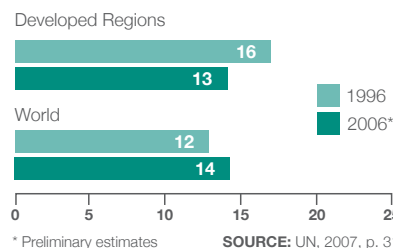
The poorest two-thirds of the world's population has some \$5 trillion in purchasing power. As well as representing a massive untapped consumer market, this group of people represents a major source of employees and suppliers for companies with the necessary creativity, agility and innovation to operate profitably in emerging markets.

By contrast, failure on the part of governments and companies to help lift these people out of poverty is likely to exacerbate inequality and sources of conflict, which can undermine corporate reputations, the business 'licence to operate' and long-term business success. Fears over food security coupled with high food prices have provided additional recent impetus for meeting the target on eliminating hunger.

Companies can engage through:

- Increasing access to affordable products and services, especially those that meet basic needs such as water, energy, nutrition, healthcare, housing and education;

Youth unemployment rates, 1996 and 2006 (Percentage)



* Preliminary estimates

SOURCE: UN, 2007, p. 31

- Increase economic opportunity, in particular for women, youth and minority groups, through employment and training, business linkages, technology transfer, supplier development programmes, as well as other income generating opportunities such as providing access to microfinance.

"It takes a functioning market economy for development to take root. Business is the real poverty killer."

Jeroen van der Veer, Chief Executive, Royal Dutch Shell

Core business operations and value chains

- 1 Providing affordable products and services** – can the company develop new products and service offerings that reach poor communities or extend the distribution outreach of existing products? In particular, what can companies in the water, energy, credit, insurance, nutrition, information technology, extractive and pharmaceutical sectors do to increase access to their products and services in an economically viable way? How can they rethink conventional wisdom about capital efficiency, product development, distribution, business models and joint ventures to make a profit by meeting the needs of the poor? The United Nations Development Programme, through its Growing Inclusive Markets Initiatives, the World Business Council for Sustainable Development (notably through its 'development focus area'), the World Resources Institute and Cornell University's Base of the Pyramid Laboratory are all doing important work in this area.

- *Utilities companies* can participate in public-private partnerships to increase access to clean water, energy and telecommunications. Suez, Thames Water, Eskom, EdF, ABB and Vodafone are all examples of companies that have invested in such projects. Among smaller companies, *Endesa* has been working in Brazil to increase

GOAL ONE: Eradicate extreme poverty and hunger

access to electricity by allowing low-income customers to exchange their recyclable waste for credits on their electricity accounts.

- *Energy companies* can support efforts to develop renewable energy sources, especially in rural communities, as BP, Shell, Chevron, BG Group and ExxonMobil are doing, as are smaller energy entrepreneurs such as E & Co.
- *Construction companies* can make an important contribution to this goal by providing low-cost housing in developing countries. Holcim, Lafarge and Cemex are all undertaking projects in this area.
- *Financial services companies* can develop banking and insurance products and services, including micro-credit and micro-insurance, as Deutsche Bank, Citigroup, SwissRe, Munich Re, Merrill Lynch, Morgan Stanley International and AIG are experimenting with. Related *professional services sectors* can also contribute here, as demonstrated by SAP's work with the UN World Food Programme's Food for Education Programme.
- The World Economic Forum's *Business Alliance Against Chronic Hunger* was established in 2006 by a group of CEOs and public leaders who outlined an action plan for business to help reduce hunger. It has launched pilot work in Siaya, Kenya, in order to create viable and scalable business models that can be replicated elsewhere. A 20-member cross-sector steering group is overseeing the work in Kenya.

2 Building local business linkages and employment opportunities – can the company find new ways to open up its distribution, procurement and recruitment channels to marginalised groups? Are there opportunities to build linkages with local small, medium and micro-enterprises or develop the skills and employability of local people? Large companies and business associations can play a key role in: building supplier relationships and other business linkages with SMEs; supplying credit, equity, risk insurance and other financing products, especially in the case of financial institutions; supporting the transfer of appropriate product and process technologies; and providing training, mentoring, capacity building and information-sharing programmes.

- *Manufacturing, food and beverage, and consumer goods companies* can source raw materials, parts, components and services from local suppliers. DaimlerChrysler and Nike have developed innovative supplier networks in developing countries, while SABMiller, InBev and Diageo have strengthened the sorghum, guaraná and barley supply chains in Nigeria, Brazil and India respectively. The Cadbury Cocoa Partnership is another example here, which is working with UNDP to improve livelihoods for around a million farmers in Ghana.
- *Agribusiness and biotechnology companies* can work with small farmers and their cooperatives along global supply chains to provide credit, and improve rural productivity, product quality and food security. DuPont, Syngenta and Nestlé all have such programmes.
- *All large companies* can outsource or subcontract support activities to local entrepreneurs. Anglo American's *Zimele* programme in South Africa (currently being replicated by the company in Chile and Brazil) is a good example of this work.
- *Consumer goods companies* can collaborate with small and medium-sized enterprises to distribute their products, as Coca-Cola and Unilever have done in Africa, Asia and Latin America.
- Leading companies in the *mining and metals sector* have been working with the International Council on Mining and Metals on its four-year *Resource Endowment* project in Ghana, Tanzania, Chile and Peru to improve the socio-economic outcomes emerging from the sector's activities.
- The *Prince's Youth Business International* works with companies, individual business executives, governments, other youth organisations and United Nations bodies to establish national-level programmes to support youth entrepreneurship. Although adapted to local needs and circumstances, these programmes share a common approach based on a combination of start-up funding and business mentoring.

“Nestlé regards the MDGs as vital if we are to address the most pressing needs of society today, especially in developing countries. We are involved in more than 120 projects and initiatives relating to the eight goals, and offer Nestlé expertise with regard to nutrition education/ research and agricultural assistance, as well as supporting local charities in their work.”

Peter Brabeck-Letmathe, Chairman, Nestlé: remarks made at an IBLF roundtable on the private sector, health development and the MDGs, March 2008

“While youth make up 70 percent of our people, they represent 100 percent of our future.”

HM Queen Rania of Jordan, quoted in IBLF's 2007 report: 'Business and youth in the Arab World'

GOAL ONE: Eradicate extreme poverty and hunger

3 Operating on a small-scale and entrepreneurial basis – although large firms can make an important and high profile contribution to this goal, the majority of the world's private sector comprises small-scale enterprises. Below is a small sample of the rapidly growing number of SME projects that combat poverty and hunger.

- *3K&A Industries* in Ghana built the capacity of 2800 small producers of soybeans by investing in improved use of inputs, farming techniques, planning and commercial skills. The company captured 9% of the local cooking oil market in less than two years.
- UK-based SME *Haygrove* is working with Concern Universal and local Gambian NGOs to enable more than 1000 Gambian agricultural producers to access the supply chains of large hotel chains in the country.
- Nepal's *Micro-Enterprise Development Programme* has worked with the government and UNDP to support income-generating activities for around 30,000 people in rural areas of the country. The same number again will be reached by 2010.
- *Madagascar Bamboo* produces bamboo flooring and other furniture products for export markets, drawing on labour from one of the poorest regions of the country. The bamboo regrows rapidly, ensuring sustainability, and use of the material in furniture reduces the scope for illegal logging of rare tropical hardwoods in the Malagasy rainforest.
- *Olam Nigeria* has worked with USAID Nigeria to invest in local production of high quality rice for the country's domestic market, creating wealth and jobs and increasing the country's food security.

Social investment and philanthropy

1 Invest in social entrepreneurs – can the company support social enterprises, NGOs or community leaders who are targeting some of the key causes of poverty?

- Cisco Systems helped to seed fund and continues to support the Acumen Fund, which operates as a venture capital fund for the poor investing in the areas of health technology, housing and water.
- The Abdul Latif Jameel Group, one of Toyota's largest distributors, has partnered with the Grameen Foundation to establish the Grameen-Jameel network to support microfinance intermediaries in the Middle East region.
- SC Johnson is working with social enterprise KickStart in Africa to source raw materials from small-scale farmers while distributing affordable irrigation technologies.

2 Build local capacity – as well as making one-off donations, companies can help build the sustainability, skills and resilience of local NGOs and community groups over the long term.

- *All companies* can offer in-kind support through employee volunteering. McKinsey, PwC, KPMG and Accenture, for example, have structured programmes in place in a number of countries to enable consultants to share their skills with social entrepreneurs.
- *Extractive companies* such as Alcoa, Rio Tinto, BP, Shell and Chevron are developing more integrated community investment initiatives that focus on local institutional capacity building, as well as wider regional approaches.
- *Instituto Ethos*, a network of leading Brazilian companies, has worked with a government programme, *Fome Zero*, to engage businesses in eradicating hunger. A practical manual was developed on the business role, and a business-supported media campaign raised public awareness of the hunger challenge, followed by another programme promoting the MDGs more broadly to the public.
- The *International Youth Foundation* is an NGO that has established a network of youth development organisations and projects around the world focused on identifying, scaling up and learning from what works. It works actively with a wide range of companies and other partners, and has impacted the lives of millions of young people.

“The vision of our sorghum supplier work is to reach 10,000 farmers. We will bring our marketing skills to bear. We will also help the farmers to overcome some of the issues they face in raising crops. This will provide a viable business model for local farmers. It's good for all concerned, and we will make this work.”

Paul Walsh, CEO, Diageo: remarks made in a promotional video for the 'Business Call to Action', 6 May, 2008

Public advocacy, policy dialogue and institution strengthening

1 Support public policy efforts to build the domestic private sector and attract foreign investment – can large companies work collectively to help create a more suitable enabling environment for business?

- The *International Chamber of Commerce* has worked with UNCTAD to increase foreign direct investment to some of the world's poorest countries.
- The *Investment Climate Facility* for Africa is a joint business-government effort to remove obstacles to domestic and foreign investment in Africa and to promote the continent as an attractive investment destination. Corporate investors include Anglo American, Celtel, Microsoft, Royal Dutch Shell, SABMiller, Standard Bank and Unilever.
- *Business Action for Africa* and some of its member companies such as Diageo have supported work to improve regional customs integrity and efficiency.
- South Africa's *Business Trust*, which is jointly governed by business leaders and Government Ministers, has identified key urban and rural 'poverty nodes' throughout the country and is developing systematic and integrated approaches for tackling poverty in these targeted areas.
- The *Youth Employment Network* has drawn up a policy roadmap on youth employment that has been sent to all governments in a drive to increase the quality and quantity of work for young people. Its secretariat is based at the ILO and participation is drawn from across sectors and includes representatives from the UN, World Bank, trade unions, business and civil society.
- The *ImagineNations Group* is a global alliance of social entrepreneurs, global companies and others that is working to create innovative and large-scale investment strategies that promote development opportunities for young people, with current activity in south-east Asia, southern Africa, the Middle East and North Africa. Silatech is a similar initiative undertaking work in the Middle East and North Africa (the area with the world's highest youth unemployment rates).

“Defeating poverty in the Arab World will require bold thinking and action, and in particular the scaling up of successful microfinance institutions through partnerships with commercial banks.”

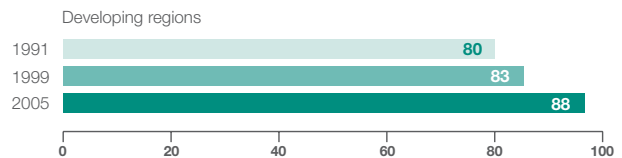
Mohammed Jameel, President of Abdul Latif Jameel Ltd February 3rd 2006: remarks made at launch of Grameen-Abdul Latif Jameel Initiative

GOAL TWO: ACHIEVE UNIVERSAL PRIMARY EDUCATION

Target 2a

Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.

Total net enrolment ratio in primary education,*
1990/1991, 1998/1999 and 2004/2005 (Percentage)



SOURCE: UN, 2007, p. 10

How can business engage?

A well-educated and skilled workforce is one of the most important factors in ensuring national and corporate competitiveness in an information-based global economy. More generally, there is clear evidence that investments in education, especially girls' education, can lead to better healthcare and nutrition, declining birth rates, poverty reduction and improved economic performance at both the family level and beyond.

The private sector can support the goals of increased access to education, improved quality and relevance of education, and better usage of information technology in education. Companies can also play a role in eliminating child labour and increasing access to primary education.

Core business operations and value chains

1 Tackle child labour – companies with global supply chains and contractors in developing countries are playing an increasing role in tackling child labour. Given that children usually go to work because their families are too poor to send them to school, these initiatives are complemented by efforts to provide education to these children.

- The local chamber of commerce in Sialkot, Pakistan and the Bangladesh Garment Manufacturers Exporters Association have both worked in partnership with the ILO and Save the Children on eliminating child labour in the football and garment export sectors respectively.
- The *Abrinq Foundation for Children's Rights* is a non-profit organization originally established by the Brazilian Toy Manufacturers Association. It works with the government, UNICEF, ILO, NGOs and the private sector to promote children's rights, including through a certification system for 'child friendly companies'.

2 Harness technology for education – information, communications and education-based companies can play a role in developing culturally appropriate education materials and innovative learning methodologies, and support the use of ICT in schools. ICT-enabled distance learning courses can also facilitate training of primary school teachers.

- The *Jordan Education Initiative*, which is an alliance between the Jordanian Government, World Economic Forum, Cisco Systems, Microsoft, Intel and others, illustrates the great potential of collective public-private efforts to improve the development and delivery of education services, for example through ICT-based learning tools and public service reform.

Social investment and philanthropy

1 Facilitate the education of employees' children – companies that are major investors in developing countries can support on-site or local community schools, increasing access for employees' children as well as community children.

2 Invest in local school or support the work of education NGOs – companies can do this through financial and in-kind contributions either directly to schools or to NGOs and other intermediaries in the education field. They can also support employee engagement in schools.

- *Food and healthcare companies* can support programmes to improve child nutrition and provide immunization through the school system, as well as raising awareness on health and lifestyle issues. Kellogg, Nestlé, Tetra Pak, Sodexo and Unilever are all investing in these programmes.
- Gold mining company *Barrick* has supported the work of *CARE International* in Tanzania, significantly increasing the number of children attending primary schools. As a result of the six-year programme, primary school enrolment had increased by 75%, with over 89% of students passing their final exams (up from 16% in 2001).
- Since 2004, media company *Pearson* has worked with Book Aid International to encourage reading in East Africa through a series of mobile reading tents in areas that lack access to libraries.

Public advocacy, policy dialogue and institution strengthening

1 Advocate for education access, quality and reform – business associations such as chambers of commerce and organisations of employers, as well as individual business leaders, can be important advocates for increased public spending on education.

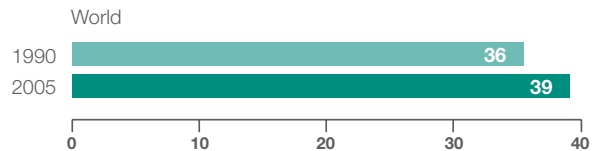
- *The Educational Quality Improvement Programme (EQUIP)* managed by the National Business Initiative in South Africa works with education authorities and other NGOs to improve the quality of education in government schools and advocates for better education policy.
- *Instituto Qualidade no Ensino* is a similar initiative in Brazil led by the American Chamber of Commerce.

GOAL THREE: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN

Target 3a

Eliminate gender disparity in primary and secondary education preferably by 2005 and to all levels of education no later than 2015.

Employees in non-agricultural wage employment who are women, 1990 and 2005 (Percentage)



SOURCE: UN, 2007, p. 12

How can business engage?

Despite major cultural and political constraints, millions of women already make a crucial contribution to household earnings, formal and informal economic enterprises, community development, education and health, peace-making and conflict prevention. Where women are under-represented in business it

is often a reflection of wider social inequalities, but companies can make an active effort – for example as part of their commitments to human rights and diversity – to recruit women, buy from women-owned supplier businesses, and where appropriate tailor products and services to target women’s needs.

Core business operations and value chains

1 Strengthening women’s economic capacity as entrepreneurs, employees and producers – by employing more women and supporting workplace diversity programmes, or developing business linkages or credit programmes with female entrepreneurs, companies can develop technical and marketing skills, strengthen negotiation and bargaining tactics, increase access to and influence over new technologies, build networks and business associations and identify new market opportunities.

- The *Consortium of Central American Women’s Maya Nut Producers* comprises six women’s community businesses from four central American countries. The Consortium processes and markets and abundant, nutrition rainforest tree food, within the countries and, since 2008, for export.
- Hindustan Lever’s *Project Shakti* works with 15000 underprivileged women to offer the company’s hygiene, personal care and nutritional products in small, affordable sachets to 70 million rural consumers. Unilever is piloting similar initiatives in Bangladesh, Sri Lanka, Pakistan, Ghana, Mozambique, Kenya and Turkey.
- *L’Occitane* has worked with UNIFEM on a partnership to enable hundreds of women to double their earnings and improve their sales, negotiation and technical skills.

2 Creating safe workplaces for women – companies that employ large numbers of women, either directly or through supply chains, have a role in tackling sexual harassment and other forms of workplace violence. Tourism and entertainment companies have a role in addressing sexual exploitation and trafficking of women and girls.

- The *Youth Careers Initiative* is a partnership between hotel chains and UNICEF to provide young women with training and safe jobs in the hotel industry. It began in South-East Asia and now operates in other countries around the world.
- The tourism industry, led by Carlson companies, has developed a code of conduct on anti-trafficking. In a related initiative, information services company LexisNexis is supporting one of the leading anti-trafficking NGOs in Asia, while in the US the company plans to develop a database of social service providers to assist the anti-trafficking NGO that manages the National Human Trafficking Resource Center and its hotline for the U.S. Department of Health and Human Services.

Social investment and philanthropy

1 Support female empowerment programmes – either directly or through NGOs that focus on these issues.

- The *Centre for International Private Enterprise*, part of the US Chamber of Commerce, runs a 'Women in Business' programme that provides grants for projects helping to empower women in developing countries.
- The Nike Foundation has teamed up with the NoVo Foundation to provide a \$100m investment to empower adolescent girls in developing countries, by expanding educational opportunities, improving health programmes and providing vocational training.
- *Avon*, *Mary Kay* and *Eli Lilly* have made female empowerment a strategic focus of their global philanthropy efforts.
- Goldman Sachs has launched a *10,000 Women Campaign* aimed at increasing the number of underserved women receiving a business and management education.
- *Diageo's* rainwater harvesting projects in Uganda work with women who, in turn, train other women in the community to construct storage tanks – a role traditionally undertaken by men.

2 Invest in women's leadership development beyond the company's own operations - companies can support capacity building and networking programmes; run award and recognition initiatives; and target efforts to place women in leadership positions, for example on government task forces and delegations, company boards, peace negotiation teams and in senior roles in international organisations.

- The *International Federation of Business and Professional Women* and *Soroptimist International* both provide extensive leadership development opportunities for women.
- *L'Oréal/ Helena Rubinstein* has supported UNESCO in developing an award and fellowship programme to support women leaders in science.
- *Anglo American* provided funding for a trial to explore the link between poverty, sexual violence and HIV/AIDS in South Africa. The Intervention with Micro-finance for AIDS and Gender Equity (IMAGE) programme contributed to women's self-confidence and led to a decline in domestic violence.

Public advocacy, policy dialogue and institution strengthening

1 Advocate for education access, quality and reform – business associations such as chambers of commerce and organisations of employers, as well as individual business leaders, can be important advocates for increased public spending on education.

- The Educational Quality Improvement Programme (EQUIP) managed by the National Business Initiative in South Africa works with education authorities and other NGOs to improve the quality of education in government schools and advocates for better education policy.
- Instituto Qualidado no Ensino is a similar initiative in Brazil led by the American Chamber of Commerce.

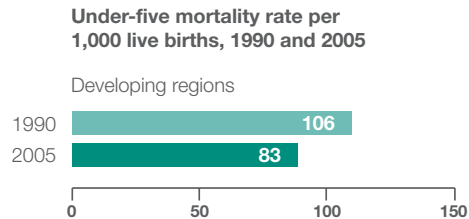
2 Advocate for equal access to education and economic assets – business associations can advocate for regulatory, legal and institutional reform to give women the right of legal ownership, and equal access to education and economic assets.

- The Danish Ministry of Foreign Affairs has produced a report entitled *Gender equality in the private sector*, setting out a series of practical and policy interventions that companies and industry associations can undertake in order to improve economic conditions for women.

GOAL FOUR: REDUCE CHILD MORTALITY

Target 4a

Reduce by two-thirds, between 1990 and 2015, the mortality rate among children under five



SOURCE: UN, 2007, p. 14

How can business engage?

Two sectors that can have a significant impact on reducing child mortality are the pharmaceutical and food sectors, which between them manufacture the basic medical and nutritional products that are essential to reducing child mortality. Other private sector initiatives can play an indirect role here, such as efforts to strengthen public health services, or efforts to increase access to clean

water and sanitation (water-borne diseases are among the world's leading causes of sickness and death in the world).

Business efforts to combat HIV/AIDS among workforces and communities in sub-Saharan Africa also help contribute to this goal. UNAIDS estimated that nearly 90% of HIV-positive children live in sub-Saharan Africa.

Core business operations and value chains

1 Provide affordable products and services – increasing access to basic medicine, nutritious food, clean water and consumer products that improve basic hygiene can all contribute to this goal.

- The *Global Alliance for Improved Nutrition* was established in 2001 to foster and support food fortification and in order to improve health by eliminating vitamin and mineral deficiencies. Partners include the World Bank, UN agencies, USAID, CIDA, the Micronutrient Initiative, and companies such as P&G, Heinz, Unilever and Roche.
- The *Global Alliance for Vaccines and Immunization* leverages public and private sector resources to develop and distribute vaccines, as well as to ensure that all children have equal access to vaccines and immunization.
- *Danone Poland* has developed a breakfast product that has high nutritional value for children and is affordable for low-income consumers. A milk porridge product based on semolina and milk, Milk Start is enriched with vitamins and minerals. Based on a public-private partnership, Milk Start launched in September 2006 and reached sales of more than 1.5 million sachets by the end of 2006, including about 33,000 households with children under the age of 15.
- Brussels-based *Afrique Initiatives* has developed an early warning method for monitoring the health of children in low-income families. Mothers subscribe to *Pésinet's* services for a nominal fee and a Pésinet representative weighs her children twice a week. The information is forwarded to a doctor who tracks the child's weight over time. The initiative is currently underway in Mali.

Social investment and philanthropy

1 Support children's NGOs and awareness-raising campaigns such as basic hygiene, nutrition and sanitation projects, as well as projects to increase access to healthcare.

- The *Change for Good* campaign is one of UNICEF's most successful awareness and fund-raising initiatives, which collects foreign currency from airline passengers and distributes the money to UNICEF projects. The initiative is supported by more than 10 airlines and has generated US\$70m for UNICEF during its twenty years of operation.

GOAL FOUR: Reduce child mortality rate

- *Global Initiative for Public-Private Partnerships in Handwashing* is a collaborative effort between multilateral organisations, hospitals and companies to tackle diarrhoeal diseases by encouraging handwashing with soap. The programme combines corporate marketing expertise with major public health campaigns to make cheap one-handwash soaps widely available.

2 Support programmes for AIDS orphans, who are particularly vulnerable to the worst impacts of poverty, and are often beyond the reach of public services in developing countries.

- *Step forward...for the world's children* is an international programme to help improve the lives of AIDS orphans and vulnerable children around the world. Created and funded by the Abbott Laboratories Fund, the campaign assists children, families and communities affected by AIDS by improving local healthcare services, providing voluntary HIV counseling and testing, and supporting primary and secondary education programmes.

3 Support school feeding programmes

- *Tetra Pak's* Food for Development Office (FfDO) applies the company's business expertise in food production and packaging to combat extreme poverty and hunger. FfDO provides food to schoolchildren and works with local agriculture to improve links between production, processing and consumption. Fifteen million children in developing countries received school meals in Tetra Pak packages in 2004.

Public advocacy, policy dialogue and institution strengthening

1 Advocate for government support for Rights of the Child

- UNICEF created the *Global Movement for Children*, which works with NGOs and companies to support the global agenda for children's rights.

GOAL FIVE: IMPROVE MATERNAL HEALTH

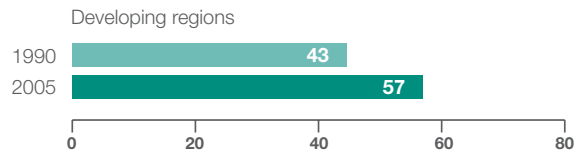
Target 5a

Reduce by three-quarters, between 1990 and 2015, the maternal mortality rate.

Target 5b

Achieve, by 2015, universal access to reproductive health

Proportion of deliveries attended by skilled health care personnel, 1990 and 2005 (Percentage)



SOURCE: UN, 2007, p. 16

How can business engage?

One of the most direct ways for the private sector to contribute to this goal is through the provision of low-cost healthcare products and services in developing countries, a business model which may require working closely with government and civil society organisations.

Companies can also engage by improving health and safety standards across their supply chains, which in developing countries tend to be staffed primarily by female employees.

Although for most companies legitimate and profitable business engagement does not directly contribute to achieving this goal, work to support efforts on gender equality through policy advocacy and leadership can make an important indirect contribution. Company efforts to help meet targets on combating HIV/AIDS and providing access to clean water can also contribute indirectly to improving maternal health.

Core business operations and value chains

1 Provide affordable products and services – pharmaceutical and healthcare companies can extend access to their products and services by lowering costs and strengthening distribution chains, particularly in developing countries.

- *Sistema Ser* (SSer) has developed a low-cost business service that provides primary care for women, including Indigenous women, across Argentina. Currently 20,000 women have signed up to the scheme, which operate via a membership card costing around four dollars per year.
- Egypt's ministry of health and population is working with USAID on a project called *Takamol*, which involves the private sector in partnerships to improve maternal health and reduce child mortality.

2 Improve working conditions and occupational health for women - one of the most pressing issues faced by women workers in developing countries is the need for more information on reproductive health issues, including different methods of contraception.

- The *Global Health Council* features a number of corporate members from the pharmaceutical sector, and one of the Council's priority areas for work is reproductive health, with a focus on developing countries.

Social investment and philanthropy

1 Support women's NGOs and community health services

- The *Asia Foundation* provides women workers with basic health checks, information about good health and occupational health and safety, and legal information and services.

2 Combat stigma - in many countries there can be a range of cultural and religious factors hindering open discussion and action to promote reproductive health.

- The media industry, or companies that reach many female consumers, can support social marketing projects to encourage family planning, use of contraceptives, and safe sex.

Public advocacy, policy dialogue and institution strengthening

1 Encourage supportive public policy to raise awareness of maternal health

- Employers' organisations, large individual employers of women, pharmaceutical companies and their trade associations can raise the importance of women's occupational health, and reproductive health issues, in public policy forums.

GOAL SIX: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES

Target 6a

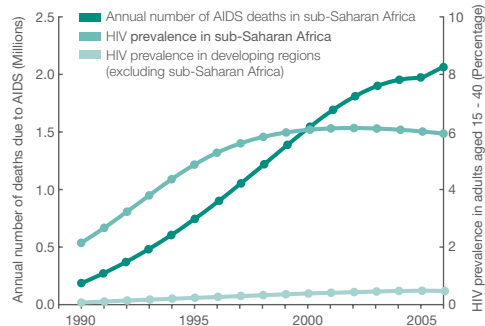
Halt, and begin to reverse, the spread of HIV/AIDS, by 2015

Target 6b

Achieve, by 2010, universal access to treatment for HIV/AIDS for those who need it

Target 6c

Halt and begin to reverse the incidence of malaria and other major diseases, by 2015



SOURCE: UN, 2007, p. 18

How can business engage?

There is growing evidence that improving healthcare, fighting disease and increasing life expectancy are all essential for supporting economic growth, which in turn underpins long-term business success. There is also evidence that the health of employees has a direct

impact on their productivity at all types of work. The HIV/AIDS epidemic disproportionately affects the most economically productive group in most countries. Increased business costs, loss of productivity, and long-term erosion of economies all provide strong incentives for business action on this issue.

Core business operations and value chains

1 Provide affordable products and services – promoting health and preventing disease are of particular relevance to the pharmaceutical and healthcare sectors. Pricing strategies for HIV/AIDS drugs and other essential medicines in poor countries, product development and research priorities, patent protection and patient rights are all significant business issues in this context. (See also Target 8e, below)

- The *Accelerating Access Initiative* is a cooperative project of UNAIDS, WHO, the World Bank, UNICEF, UNFPA and six pharmaceutical companies which aims to improve access to HIV/AIDS drugs in developing countries, while ensuring affordable, safe and effective use of the drugs.
- *Medicines for Malaria Venture* is a non-profit entity supporting a collaborative effort to develop new accessible and affordable anti-malarial drugs. Partners include WHO, IFPMA, the Rockefeller Foundation, the World Bank, pharmaceutical companies and academic institutions.
- *Aspen Pharmacare* is a pharmaceutical manufacturer supplying the South African market with brand name, generic and over-the-counter medicines at affordable prices. Aspen is the largest producer of tablets and capsules in Africa, recording a net profit of \$75 million in 2005.
- *Narayana Hrudayalaya* is a cardiac hospital on the outskirts of Bengaluru, India. Its mission is to deliver state-of-the-art cardiac care to poor people—leveraging technology, streamlining caregiving and extending innovative health insurance to the poor. The hospital never denies patients unable to pay. Profits are 20% before interest depreciation and tax, higher than the leading comparable traditional hospital.

2 Implement workplace HIV/AIDS programmes focused on education, prevention, treatment and care

- The *Global Business Coalition on HIV/AIDS, TB and Malaria* works with companies to implement HIV/AIDS programmes; harness commercial strengths to make HIV/AIDS programmes more effective; and advocate for greater action by governments and civil society. More than 220 companies are currently members of the coalition. Other sources of guidance and good practice include the Corporate Council on Africa, the World Economic Forum and the International Organisation of Employers. Industry-specific guidance is also emerging, for example in 2008 the International Council on Mining and Metals released a *Good Practice Guide on HIV/AIDS, TB and Malaria* for its member companies, recognising the value of an integrated approach to combatting all three diseases.

Social investment and philanthropy

1 Support work to combat HIV/AIDS among women – young women now represent over half of the people living with HIV worldwide, and they bear more of the economic, social and psychological costs, and are more likely to be the victims of stigma and discrimination. Companies can support research to reduce disease prevalence among this social group.

- *Healthy Women Healthy Economies* is an initiative supported by the Nike Foundation, FedEx, and the David and Lucile Packard Foundation, and coordinated by the *Global Business Coalition on HIV/AIDS, TB and Malaria*. It is working to uncover the link between the health and empowerment of women and the stability of economies around the world, and to develop strategies to reduce the burden of HIV/AIDS on women that threatens this economic stability.

2 Extend workplace HIV/AIDS programmes to employees' families and other members of the community

- *Abbott Laboratories, Anglo American, Coca-Cola, Standard Chartered* and *Rio Tinto* are all examples of companies that have implemented HIV/AIDS programmes for the communities around their operations.

3 Provide product donations and strengthen health delivery mechanisms

- The *Partnership for Quality Medical Donations* is a collaboration between pharmaceutical companies and NGOs, which is working with the WHO and World Bank to improve the integrity, effectiveness and efficiency of drug donations.
- *A to Z Textile Mills* produces long-lasting insecticide treated bed nets, able to kill mosquitoes on contact for five years. A to Z makes nets available through direct and mobile marketing. The government of Tanzania promotes the nets via social marketing through a national voucher scheme that brings subsidized treated nets to pregnant mothers and children under five. A to Z employs 3,400 low-skilled people, 90% of them women.
- *Sanofi-Aventis* has worked with the World Health Organization to fight sleeping sickness and other neglected diseases. A programme was developed based on drug donation, subsidies to fund distribution programmes and new research and development to improve treatments and diagnostics and over 110,000 lives have been saved in 36 African countries over the first five years.
- *ZMQ Software Systems* has developed a series of freely downloadable cell phone-based games to raise awareness of HIV/AIDS, reaching millions of young people across India and Africa.

4 Support HIV/AIDS and other medical funds, NGOs or research institutes, and AIDS orphan projects

- The *Global Fund to Fight AIDS, Tuberculosis and Malaria* is a major effort to mobilize public and private funds and expertise to combat these diseases, for example the *RED* campaign has brought together a large number of companies who donate an agreed percentage of profits to the *Global Fund* each time selected products and services are bought by consumers. So far RED has generated US\$100m for the Fund. In 2007, Chevron made the largest single corporate contribution to the Global Fund, committing US\$30 million and in-kind support.

Public advocacy, policy dialogue and institution strengthening

1 Establish national business coalitions – to advocate for healthcare reform and business engagement on HIV/AIDS

- The *Thai Business Coalition for HIV/AIDS* has worked with UNICEF and the government to encourage workplace action. Other business coalitions have been established in South Africa, Brazil and Zambia, and existing organisations have undertaken work in this area, such as the *Confederation of Indian Industries*. The *International Organisation of Employers* is also working with national affiliates on HIV/AIDS.

2 Participate in global public policy networks – focused on increasing awareness and investment in these health issues.

- The *Roll Back Malaria* campaign and *Stop TB* partnership are both global, multi-stakeholder movements, each composed of over 70 partners aiming to strengthen health policy frameworks, research and development into these diseases, and healthcare delivery mechanisms.

GOAL SEVEN: ENSURE ENVIRONMENTAL SUSTAINABILITY

Target 7a

Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources

Target 7b

Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss

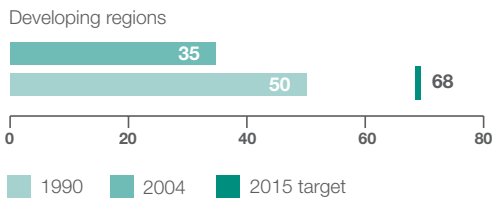
Target 7c

Reduce by half, by 2015, the proportion of people without access to safe drinking water

Target 7d

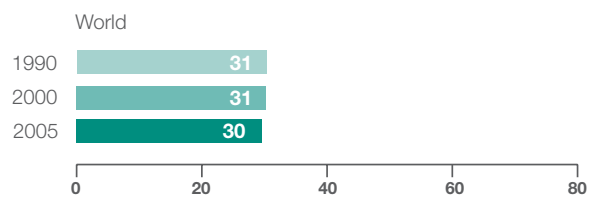
Achieve significant improvements in the lives of at least 100 million slum dwellers, by 2020

Proportion of population using improved sanitation, 1990 and 2004 (Percentage)



SOURCE: UN, 2007, p.25

Proportion of land area covered by forests, 1990, 2000 and 2005 (Percentage)



SOURCE: UN, 2007, p.22

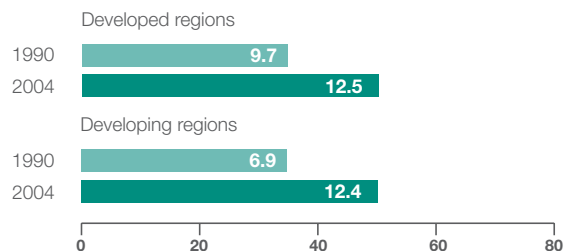
How can business engage?

It is in the interest of all companies and industry sectors to be part of the world's ongoing efforts to ensure environmental sustainability, particularly in the context of addressing climate change, both from the perspective of mitigation - helping drive the transition to low-carbon economic growth in both developed and developing countries - and supporting adaptation efforts, especially in the most vulnerable locations.

All business activity, however indirectly, depends on natural resources and a healthy environment. The business case for effective environmental management is well-established: it can cut costs, improve relations with local communities and other stakeholders and manage reputational risk.

Leading companies are also finding ways to combine environmental sustainability with innovation in product and service offerings, reaching new markets in the process, with the green-technology and green venture capital industry being among the fastest growth industries today. Companies and industry bodies with experience in this area gain a 'seat at the table' in policy dialogues on the appropriate mix of regulatory frameworks, market-

Emissions of carbon dioxide (CO₂), 1990 - 2004 (Billions of metric tons)



SOURCE: UN, 2007, p.24

based mechanisms and incentives, and voluntary, industry-led initiatives.

As well as addressing climate change, achieving this goal requires enormous investment in tackling growing water scarcity while increasing access to clean water and sanitation for the millions who lack these. There is a strong business case for action in this area. The private sector is just one of an increasing number of users of dwindling water supplies, and unless companies can demonstrate effective water stewardship, including extending access to communities where possible, priority may be given to other users.

“When society faces global challenges like water scarcity, we all need to come together to leverage our individual efforts. Business leaders have a critical role to play. Supporting the communities we serve is not just enlightened self-interest, it is quite literally self-interest.”

Neville Isdell, Chairman of the Board of Directors The Coca-Cola Company (remarks made at World Economic Forum annual meeting, Davos, 2008)

“The world’s forests need to be seen for what they are – giant global utilities, providing essential public services to humanity on a vast scale.”

HRH The Prince of Wales, 25th October 2007

Core business operations and value chains

1 Understand and manage the company's direct environmental impacts

- *Do no harm* – comply with regulations and voluntary industry standards where they exist. Ensure that company environmental policies at the local level are aligned with national targets and international standards. Implement environmental impact and risk assessments.
- *Do positive good* – make investments in eco-efficiency, cleaner production processes, pollution prevention, product life cycle analysis and so on – ie, risk, cost and process management strategies. Share environmental management systems and transfer environmentally sound technologies along supply chains and with business partners. Commit to net positive environmental impacts, eg in the area of biodiversity and watershed management.

2 Invest in product and process innovation and transform business models

- *New value creation* – develop new products or services or transform business models to create new markets and business opportunities while addressing environmental issues. Companies can work in collaboration with government agencies and NGOs to extend services to poorer communities. One example is the model used by the *Water and Sanitation for the Urban Poor initiative*, with Thames Water, Halcrow Group, Unilever and Borealis & Borouge representing the private sector. Deloitte Touche Tohmatsu is working with the *Safe Water Network* to develop small-scale, community-based solutions to bring safe water to neglected populations in Asia, Africa and Latin America through water purification technology.
- Energy companies can develop commercially viable renewable technologies for poor communities, and consumer goods companies can develop more energy efficient and cost effective products for these markets.
- *Amanz' Abantu Services*, Ltd provides water supply and sanitation for peri-urban and rural communities in South Africa's Eastern Cape region. The company pipes water meeting international quality standards to sites where individuals can access standpipes using smartcard technology. Despite the low-cost service the company earned \$67,000 during 2006.
- Since beginning operations in 1997, *Manila Water Company* has connected more than 140,000 low-income households to the piped water system and provided access to clean water to more than 860,000 low-income individuals. Manila Water has improved water and wastewater services throughout its service area, boosting coverage, reliability, customer service and water quality.

3 'Green the financial markets' - this includes environmental risk management in the banking and insurance sector, environmental screening in fund management and project finance, and creating environmental venture capital and private equity funds.

- *UNEP's Finance Initiative* and the *UN Global Compact's Principles for Responsible Investment* initiative both offer a wide variety of examples in this area.
- The *Equator Principles* were established in 2003 by the IFC and 10 banks. They aim to integrate environmental and social criteria into project finance in developing countries. As of mid-2008 they were supported by over 60 financial institutions, representing over 70% of total project finance above US\$10 million in these countries.
- *Sustainability Indices*, such as those established by the Dow Jones, the Johannesburg Stock Exchange, and the FTSE4Good are examples of evolving market mechanisms for sustainable development.
- The *Carbon Disclosure Project* is another innovative initiative that has mobilized some of the world's leading institutional investors to call on the largest 500 companies to publicly disclose their strategies for addressing climate change.

4 Tackle climate change – many large firms are taking steps to increase energy efficiency and reduce carbon emissions in their production processes, in their products and services, and along their supply chains. Significant activity is also taking place among SMEs to address climate change.

- The *Greenhouse Gas Protocol* is a WBCSD/WRI - led coalition of businesses, NGOs, government and inter-governmental organisations looking to develop internationally accepted accounting and reporting standards on greenhouse gas (GHG) emissions for use by companies and other organisations. The GHG Protocol Initiative also provides practical guidelines to help companies manage their GHG emissions.
- The many examples of small-scale business activity trying to tackle climate change include *PEC Luban's* straw-based heat generating business in Poland, which generates 20 times more local employment than other local energy businesses; *Sadia's* swine production using biodigester technology in Brazil, which is working with 3,500 small-scale producers; and *WWR Bio's* EUR12m composting facility in Dhaka, Bangladesh.

Social investment and philanthropy

1 Support international environmental NGOs and campaigns

- Companies can support the work of international partnerships such as the Millennium Ecosystem Assessment and the work of NGOs such as WWF, Conservation International, IUCN and WaterAid. Starbuck's *Ethos Water Fund*, for example, is funded by the sale of Ethos water in the company's stores and provides donations for a series of international NGOs including (during 2007) Mercy Corps in Indonesia, WaterAid in Ethiopia and India, and International Medical Corps in Kenya.
- The *Global Water Challenge* is supported by over 20 companies, NGOs, research institutes and foundations and aims to improve access to clean water and sanitation in schools and to support community entrepreneurs working on these solutions. Its corporate participants including Coca-Cola, Cargill, Dow and P&G.
- The *Climate, Community and Biodiversity Alliance* was founded by five companies – BP, Intel, SC Johnson, Weyerhaeuser and GFA, with five NGOs – Conservation International, the Hamburg Institute of International Economics, Pelangi Indonesia, the Nature Conservancy, and the Wildlife Conservation Society to develop common standards and identify projects that simultaneously fight climate change, support biodiversity, and improve community socio-economic conditions.

2 Mobilise core corporate competencies to support community-level environmental initiatives - companies and business groups support thousands of community-based initiatives at the local level through funding, employee volunteering and sharing corporate expertise.

- *Philippine Business for Social Progress* works in an integrated way with local communities to regenerate the environment, develop small and micro-enterprises, and build capacity of local institutions.
- *Procter & Gamble* worked with the US Centers for Disease Control and Prevention to develop an affordable water purification product, Purifier of Water (PUR). The powder reduces pathogenic bacteria in water, resulting in WHO-standard drinking water. After attempting to turn PUR into a for-profit venture, P&G is now selling the sachets at cost. By 2007 it had sold 57 million sachets to humanitarian organizations, with local entrepreneurs distributing them for profit.
- *JWT Jakarta* worked pro bono with WWF in Indonesia to develop a website, www.mybabytree.com, to enable people to plant and follow the growth of a tree in Indonesia for US\$0.50. Geo-tracking technology allows donors to pinpoint the exact location of the tree and watch it growing via Google Earth.

3 Support education courses in sustainable development

- Companies can support school-level environmental curriculum development, endow university chairs, fund courses and research projects, and invest in executive education programmes on the environment, such as the WBCSD's *Chronos* project and the Cambridge University Programme for Industry.

Public advocacy, policy dialogue and institution strengthening

1 Negotiate international rules and develop voluntary standards – cooperation can help to build appropriate policy frameworks and new institutional structures to address environmental issues according to industry, theme or region. The policy and institutional structures developed may be regulatory frameworks, co-regulation mechanisms or voluntary codes and standards.

- The *Global Reporting Initiative* is a joint effort between UNEP, CERES, NGOs and the private sector to elevate sustainability report to the same level as financial reporting.
- The *CEO Climate Policy Recommendations to G8 Leaders* was a joint effort of WBCSD and the World Economic Forum to provide input into the climate negotiations during the 2008 G8 meeting in Tokyo.
- The *US Climate Action Partnership* is a coalition between NGOs and companies calling on the US federal government to quickly enact strong national legislation to require significant reductions of greenhouse gas emission.

2 Change market frameworks

- There are now hundreds of examples where governments and business associations have undertaken joint initiatives to change market dynamics, with the aim of improving environmental stewardship. Examples include the World Business Council for Sustainable Development, the Global Environmental Management Initiative, the World Resources Institute, the World Environment Center, the International Institute for Sustainable Development, the Prince of Wales' Rainforest Project, and Conservation International, as well as trade associations, UNEP, UNDP and national environment ministries.

GOAL EIGHT: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT

Target 8a

Develop further an open, rule-based, predictable, non-discriminatory trading and financial system

Target 8b

Address the special needs of the least developed countries

Target 8c

Address the special needs of landlocked developing countries and small island developing States

Target 8d

Deal comprehensively with the debt problems of developing

countries through national and international measures in order to make debt sustainable in the long term

Target 8e

In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

Target 8f

In cooperation with the private sector, make available the benefits of new technologies, especially information and communications

How can business engage?

This goal calls for a new global partnership, especially between governments, but also with the private sector and others playing a role, to address some of the crucial macro-economic and governance challenges needed for more effective and equitable globalisation. It also focuses on the special needs of the least-developed countries, highly-indebted countries, landlocked countries and small island developing states. Finally it draws attention to three challenges that are critical to sharing the benefits of progress more widely: economic opportunities for young people and the need to widen access to affordable drugs and new technologies.

All of these factors matter to the private sector, both directly and indirectly, with more relevance in certain industry sectors and countries than others. Targets 8e and 8f are not only investments in the long-term public acceptance and success of private enterprise, but also represent immediate business opportunities for certain sectors. The private sector, usually acting collectively through representative business associations, also has a major stake in creating more effective enabling environments at both the international and national levels.

TARGET 8a: International trading and financial system

The achievement of Target 8a is crucial to the successful operation of international business. There is growing awareness among leading companies that a rules-based trading and financial system requires not only economic rules, but also rules in areas such as labour, human rights and development.

1 - Support the UN Global Compact

- Apply the ten principles of the UN Global Compact in the company's sphere of operations. This initiative is itself an example of a new global partnership between different development actors, focused on the responsibilities of the private sector.

2 - Help build the 'soft infrastructure' for global commerce

- Many companies and industry associations work with specialised UN agencies in setting international economic norms and standards – building the 'soft infrastructure' for global commerce. This ranges from work on intellectual property rights and corporate governance, to developing common standards for cross-border transactions, transportation, and telecommunications. It also involves joint efforts to tackle bribery, corruption and money laundering.

TARGETS 8b, 8c and 8d: Least-developed, landlocked and small island developing countries, and debt relief

The main support that business can provide to achieving these targets is through policy dialogue and advocacy and thereby helping or pressuring governments to create an appropriate enabling environment. In most cases these

activities are more effectively and legitimately carried out through collective action, especially through representative business groups such as chambers of commerce and trade associations.

GOAL EIGHT: Develop a global partnership for development

1 - Promote investment in least developed countries, especially in Africa

- Business associations, such as the International Chamber of Commerce and the US-based Corporate Council on Africa, with a membership of over 170 major investors in Africa, are playing a growing advocacy role in this area. They are also helping to build international linkages and to build the capacity and strength of local business associations throughout Africa.
- Companies can participate in the UNDP-led initiative called *Growing Sustainable Business*, which encourages and facilitates increased business investments in developing countries, including LDCs, that have a direct positive impact on local sustainable and economic development.

2 - Advocate OECD governments for increased market access, official development assistance and debt relief - One area where the private sector is currently playing little or no role, is in advocating for a more fair and equitable international economy. Many NGOs and developing country governments would argue, that if anything, major companies and their trade

associations are lobbying against such a global economy rather than for it. This has sometimes been the case, especially in the area of trade. There are, however, some recent examples of companies joining with NGOs and UN agencies to advocate for reform of OECD agricultural policies and improved market access, for the least-developed countries.

- The US-based *Initiative for Global Development* has cooperated with development NGOs in joint advocacy efforts to improve US Government policies in areas such as agricultural trade and subsidies, foreign assistance and the role of the Millennium Development Corporation.

“Public governance is a global issue. No longer can businesses, governments, or non-governmental organizations afford to act independently of each other - the stakes are just too high. Only through a combined effort can we achieve economic growth, sustainability, and create an opportunity for a better life for people everywhere.”

John Connolly, Global Chairman, Deloitte

TARGET 8e: Access to affordable drugs

How can business engage?

Providing access to affordable essential drugs is an issue that has critical implications for major pharmaceutical companies. These businesses are coming under significant pressure, particularly from campaigning organisations, to make their patent-protected medicines more widely available – a challenge that goes right to the heart of the business operations of these companies. Patent protection offers a necessary guarantee that companies will receive a return on their significant R&D

investments. At the same time, infectious diseases – particularly in developing countries – are spreading at an alarming rate. The challenge for these companies is to play a full role in helping to improve access to their medicines while remaining profitable, a role which varies enormously according to one’s stake in the issue. It is essential for companies to engage in transparent and open dialogue with all of their stakeholders to reach an acceptable compromise, something which leading companies in the sector have already started to do with some success.

Core business operations and value chains

- 1 Research and development, patent protection, intellectual property rights and pricing – the drugs for some diseases offer a greater return on investment than others, and for the less ‘profitable’ diseases it is essential that companies work in partnership with other organisations in order to reduce the disease burden in a sustainable and commercially viable manner.**
- 2 Providing workplace access to essential drugs – in addition to the central role of the pharmaceutical sector, other companies operating in countries where HIV/AIDS and other infectious diseases are a major challenge, can also play a role by implementing workplace programmes for prevention, treatment and care, including the provision of essential medicines.**

- Leading pharmaceutical companies have started to tackle these issues by agreeing preferential pricing arrangements in developing countries, opening new research facilities focussed on diseases of the developing world, and granting voluntary licences to generic producers in developing countries for patented medicines. They are working on these initiatives both individually and on a collective basis.
- Mining companies such as Anglo American and Rio Tinto, which operate in countries with the highest incidence of HIV/AIDS have been leaders here. Anglo American was the first company to announce that it would provide anti-retroviral drugs free to all its employees who needed them. Companies are also providing essential medicines to employees to tackle other diseases such as malaria. One difficult dilemma is how far should such drug provision programmes extend - what about local communities where the company operates? The further away from the

GOAL EIGHT: Develop a global partnership for development

workplace, the greater is the need for partnerships with government, NGOs and pharmaceutical companies to make such programmes viable and sustainable.

Social investment and philanthropy

1 **Responsible drug donation programmes and guidelines – pharmaceutical companies can also support access through drug donations and the use of volunteer employee expertise at a community level. The establishment of WHO and voluntary guidelines for ensuring that these programmes have beneficial impacts has been an important issue.**

- Many pharmaceutical companies operate such programmes and as outlined under target 6, the *Partnership for Quality Medical Donations* serves as a useful intermediary for US-based companies and NGOs. In partnership with local health ministries, Pfizer is distributing its Diflucan drug for free throughout Southern Africa. GlaxoSmithKline has been working with WHO on a lymphatic filariasis elimination programme, which has so far distributed over 140million albendazole tablets and Merck has supported the long-standing donation programme to tackle river blindness in Africa. Johnson & Johnson, Abbott Laboratories and many other companies operate product donation initiatives.

Public advocacy, policy dialogue and institution strengthening

1 **Building a better policy environment – This can include companies and business groups advocating for public health reforms in certain countries, supporting an enabling environment for public-private R&D, and negotiating international trade regimes that improve access to the poorest countries, without destroying the basis on patents and market-mechanisms that provide funds for long-term investment.**

- The World Economic Forum has established a *Global Health Initiative* with the support of a range of companies including Accenture, Ford, Volkswagen and Unilever and other organizations such as the UN Foundation, to fight against HIV/AIDS, TB and Malaria.

Target 8f: Access to technology, especially information and communications technology (ICT)

How can business engage?

The 'digital divide' is growing rapidly for poor countries and for the almost three billion people who live on less than \$2 per day, as well as poorer communities within rich countries. If supported by appropriate content and technical assistance, access to computers and to the Internet provides an effective way to improve education, build vital skills and contribute to health, social stability and enterprise development in poor communities. It is also a key to increased transparency, access to information and open societies, which underpin public accountability and good government, and which can reduce opportunities for corruption.

Bridging the digital divide requires integrating the delivery of four key components – access to affordable equipment and appropriate software; telecommunications links with Internet connections; technical assistance and training; and access to relevant content. Lack of progress on liberalisation of the telecommunications sector and IT markets is in many cases a primary inhibitor of growth and access. In less developed countries fewer than 2% of people have access to these opportunities due to lack of computers, Internet connections and essential technical

assistance as well as power and phone lines. This can only be achieved through business led public/private partnerships within an enabling public policy framework.

Although Target 8f is focused on information and communications technology, other types of new technology also offer great potential, but enormous challenges for developing countries. The most controversial of these is biotechnology and genetically modified organisms (GMOs), which offer the hope of helping to address a wide range of food security, health, environmental and industrial challenges in developing countries, but face enormous public distrust and uncertainty in terms of their impacts. For companies active in this sector, the major challenge is to increase stakeholder engagement and public dialogue as their research and development processes.

Other technologies that offer great potential for developing countries include renewable energy technology and others that can support cleaner production and consumption processes. The following examples, however, focus on information and communications technology.

Core business operations and value chains

1 Providing low-cost technology to rural areas on a commercial basis

- A growing number of companies are looking at commercially-viable ways to make ICT solutions available for poor people in order to bridge the 'digital divide'. Examples include Vodacom's *community access centres* in southern Africa, Netcore Solutions in India, which has developed low-cost computers and information centres in rural areas, and Ericsson's *Millennium Villages* project, which is working with UNDP and academic institutions to provide internet and mobile telephony services in ten African countries.
- Working on a smaller scale, *Tsinghua Tongfang*, a Beijing-based computer company has partnered with Beijing's municipal government to develop the Changfeng computer designed for rural users. Key features made these systems more accessible to rural people than standard personal computers: a low-cost operating system, customized software and hardware based on thorough research on rural users' needs and innovative rural training centres for farmers.
- Safaricom's M-PESA service in Kenya allows customers to transfer money and access other banking service via their mobiles phones. Mobile phone-based money transfer can also facilitate international remittances from diaspora communities to home countries – a huge source of income for developing countries. Other companies using mobile phones to enable money transfer include *ICICI Bank* in India, and *SMART Communications Inc.*, a wireless service provider in the Philippines, which is working closely with micro-entrepreneurs to bring the service to low-income customers.
- Thomson Reuters' *Market Lite* is a low-cost service providing agricultural market information to agricultural producers in developing countries via their mobile phones.

Social investment and philanthropy

1 Support NGO or community skills programmes through donating resources, expertise and technology

- Since 1997, the *Cisco Networking Academy* has grown to reach approximately 600,000 students each year in more than 160 countries. The initiative is currently working with UNDP, USAID, ITU and many other partners in 53 countries and many other partners in 53 countries to support access and training on ICT.
- Microsoft's *Community Technology Skills* programme is working with some 1,000 NGO partners in over 100 countries and has reached 117 million people in community-led projects that are focused on creating economic opportunities and workforce development.
- *Google.org*, the philanthropic arm of the internet company, is working with public, private and civil service providers to increase access to information for citizens on education, health, and water and sanitation services in East Africa and India, with the aim of re-invigorating public service delivery from the bottom-up.

2 Donate technology and expertise to more effectively manage humanitarian crises

- Ericsson and Microsoft have both worked with the UN humanitarian agencies and NGOs to apply ICT solutions to the communications, logistics and management challenges of disaster relief and refugee registration. Both Ericsson's *First On the Ground initiative* and Microsoft's *Refugee Registration* project offer useful models for others to consider.

Public advocacy, policy dialogue and institution strengthening

1 Advocating for and supporting better public policy on ICT issues to improve access, participation and governance

- The *Global Alliance for ICT and Development* was established by the UN Secretary-General in 2006 and includes representatives from Member States, the private sector, the non-profit sector, including academia and NGOs, and United Nations bodies. It provides an open and inclusive platform for broadening dialogue on the use of ICT for development.

Websites of coalitions active on 'Business and Development' issues and partnership examples mentioned in this report

Abrinq www.fundabrinq.org.br
Accelerating Access Initiative www.unaids.org
African Institute of Corporate Citizenship www.aiccafrica.com
AmCham Brazil www.amcham.com.br
Asia Foundation www.asiafoundation.org
Aspen Institute Business in Society program www.aspeninst.org
Boston College Center for Corporate Citizenship www.bc.edu/corporatecitizenship
Bottom of the Pyramid Learning Laboratory www.bopnetwork.org
Brazilian Hunger Campaign www.fomezero.org
Business Action for Africa www.businessactionforafrica.org
Business Alliance Against Chronic Hunger www.weforum.org/hunger
Business for Social Responsibility www.bsr.org
Business in the Community www.bitc.org.uk
Carbon Disclosure Project www.cdproject.net
Centre for International Private Enterprise www.cipe.org
Centre for the Advancement of Sustainable Development Partnerships www.casdp.org
Clinton Global Initiative www.clintonglobalinitiative.org
Climate Group www.theclimategroup.org
Conservation International www.conservation.org
Copenhagen Centre www.copenhagencentre.org
(organization has closed, activities and staff been transferred to the Danish Centre for CSR in the Danish Commerce)
Corporate Council on Africa www.africacncl.org
CSR Europe www.csreurope.org
Digital Partnership www.iblf.org/digitalpartnership
Dow Jones Sustainability Index www.sustainability-index.com
E8 www.e8.org
EMPRESA www.empresa.org
ENGAGE – The International Employee Engagement Campaign www.iblf.org/engage
Ethos Water Fund www.ethoswater.com
FTSE4Good www.ftse.com
Global Alliance for Improved Nutrition www.micronutrient.org
Global Alliance for Vaccines and Immunization www.gavialliance.org
Global Alliance for Workers and Communities www.theglobalalliance.org
Global Alliance for ICT and Development www.un-gaid.org
Global Business Coalition on HIV/AIDS www.gbcimpact.org
Global Compact www.unglobalcompact.org
Global Environmental Management Initiative (GEMI) www.gemi.org
Global Fund to Fight AIDS, TB and Malaria www.who.int
Global Health Council www.globalhealth.org
Global Initiative for Public-Private Partnerships in Handwashing www.globalhandwashing.org
Global Movement for Children www.gmfc.org
Global Reporting Initiative www.globalreporting.org
Greenhouse Gas Protocol www.ghgprotocol.org
Growing Inclusive Markets Initiative www.growinginclusivemarkets.org
Hispanic Business Women's Alliance www.hbwa.net
ImagineNations Group www.imagenations.org
Initiative for Global Development www.igdleaders.org
Institute Ethos www.ethos.org.br
Instituto Qualidade no Ensino www.iqe.org.br
International Business Leaders Forum www.iblf.org
International Chamber of Commerce www.iccwbo.org
International Council on Mining and Metals www.icmm.com
International Federation of Business and Professional Women www.bpwintl.com
International Institute for Environment and Development www.iied.org
International Institute for Sustainable Development www.iisd.org
International Organisation of Employers www.ioe-emp.org
International Youth Foundation www.iyfnf.net
Investment Climate Facility for Africa www.investmentclimatefacility.org
Johannesburg Sustainability Index www.jse.co.za
Medicines for Malaria Venture www.malariavaccine.org
Micro-Enterprise Development Programme www.medep.org
Millennium Ecosystem Assessment www.millenniumassessment.org
Narayana Hrudayalaya www.narayanahospitals.com
National Business Initiative www.nbi.org.za
NetAid www.netaid.org
Netcore www.emergic.org
Partnership for Quality Medical Donations www.pqmd.org
Philippine Business for Social Progress www.pbsp.org.ph
The Prince's Rainforests Project www.princesrainforestsproject.org
The Prince's Youth Business International www.youth-business.org
Project Shakti www.hllshakti.com
RED campaign www.joinred.com
Roll Back Malaria www.who.int/rbm
Satellife www.satellife.org
Save the Children www.savethechildren.net
Soroptimist International www.soroptimistinternational.org
Stop TB Partnership www.stoptb.org
SustainAbility www.sustainability.com
UNEP's Finance Initiative <http://unepfi.net>
United Nations International Children's Emergency Fund www.unicef.org
United Nations Foundation www.unfoundation.org
United Nations World Food Programme www.wfp.org
US Climate Action Partnership www.us-cap.org
Water and Sanitation for the Urban Poor Initiative www.wsup.com
WaterAid www.wateraid.org
WBCSD's Growing Inclusive Markets www.inclusivebusiness.org
World Economic Forum www.weforum.org
World Business and Development Awards www.iccwbo.org
World Business Council for Sustainable Development www.wbcscd.ch
World Bank www.worldbank.org
World Environment Center (WEC) www.wec.org
World Health Organization (WHO) www.who.int
World Resources Institute www.wri.org
World Wide Fund for Nature www.wwf.org
World Wildlife Fund (WWF) www.wwf.org.uk
Youth Career Initiative www.youthcareerinitiative.org
Youth Employment Network www.ilo.org/yen

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