The 10th International Business Forum is being implemented with the kind support of the following organizations:

- Business and MDGs
- Fighting Poverty: A Business Opportunity

Report of the 10th International Business Forum
Fighting Poverty: A Business Opportunity

Report of the 10th International Business Forum

“Business and the Millennium Development Goals: An Active Role for Globally Responsible Companies”

11 - 13 September 2005
Helen & Martin Kimmel Center at New York University
New York City
There are now less than 10 years left to meet the far-reaching anti-poverty targets set by the members of United Nations - the Millennium Development Goals (MDGs) - and at the present rate, these goals will not be met. There is a sense of urgency to find a better plan to achieve these goals, and our four organisations, InWEnt - Capacity Building International, Germany, the World Bank Institute, Instituto Ethos, Brazil, and the United Nations Global Compact, not only share that sense of urgency, but also believe that to achieve the MDGs, it is essential to harness the drive, innovation and efficiency of the business sector.

To spur action, we joined forces to gather 200 thinkers, decision makers and practitioners - most from businesses - in one conference room in New York's Greenwich Village for the 10th meeting of the International Business Forum (IBF).

We had two clear motivations for organizing the Forum.

First, we wanted to facilitate an exchange within the business community itself so that business leaders could learn from each other about the actions, some already underway, that can promote the MDGs. The forum, we felt, should be held in an open manner where the participants could frankly address the obstacles they face, the risks that deter action and all the tasks that still remain to be done, collectively or as individual firms.

Second, we wanted to take advantage of the timing of the event in the run up to the 2005 World Summit in order to increase the awareness of government decision-makers of the role that the business sector can - and is already playing - to further the attainment of the MDGs.

The 10th International Business Forum, which took place from 11 to 13 September 2005, was jointly organized by InWEnt - Capacity Building International, Germany, The World Bank Institute, Instituto Ethos, Brazil, and the United Nations Global Compact.

The 10th International Business Forum was financed by the Federal German Ministry for Economic Cooperation and Development (BMZ).
there was representation from all sectors of the business world, including companies of a range of sizes from every continent. It was important to have local firms from developing countries represented, not just the world famous western-based multinationals.

While it was the outstanding partnership between the four co-organizers that made the
In the five years since the United Nations adopted the ambitious Millennium Development Goals (MDGs), it is clear that progress toward reaching the goals is insufficient and mere incremental changes in policies will not make enough of a difference to matter. Rather, an entirely new concept is needed to address the various aspects of poverty alleviation.

Our planet is undergoing rapid and, in some cases, alarming changes that will have profound effects on business. In this generation alone, the world’s population is expected to grow to nine billion and the problems the world now faces - water scarcity, energy crises, fights for resources, pandemics, pollution, uncontrolled migration and collapsing societies - will escalate and have a destructive effect on business activity.

But another reason, and the one that drives the 10th International Business Forum 2005, is a more positive scenario: the idea of development as an opportunity for business - that the future development of our world can be a vast opportunity for businesses.

Much of global business today is geared toward offering products and services to the wealthy minority of the world population but in coming years, four out of five customers will come from places now known as developing countries. Major business opportunities, now and in the future, lie in expanding operations to the huge markets made up by the billions of customers at the “base of the pyramid” (BOP). Many of the businesses represented at our Forum, from small and medium-sized enterprises to transnational corporations, have already started to aim their operations toward BOP markets. They are providing social and economic infrastructure, they sell food, packaging, pharmaceutical and chemical products, cosmetics and all kinds of consumer articles. They sell services in IT, communication, finance and insurance. Even more importantly, they also source in BOP markets in order to produce the goods and services.

During the Forum, participants discussed several key questions that are relevant to the business community with regard to the MDGs, particularly, the key question “What is the role for globally responsible companies with regard to the United Nations’ Millennium Development Goals?”

This report is an attempt to document the wealth of ideas presented during the three-day conference in New York that was attended by 200 thinkers, decision makers and practitioners, representing business, governments, international organizations, non-governmental organizations and academic institutions from 47 countries. While the spirit, enthusiasm and commitment that was expressed at the Forum may never be adequately captured in print, it is our hope and intention to ensure that the contribution of the Forum’s participants can be shared with an ever widening circle of businesses that are interested in opportunities in development.

Erich Süßdorf
Chairman
10th International Business Forum 2005

Jochen Weikert
Project Manager
InWEnt - Capacity Building International, Germany
At the 2000 Millennium Summit the 189 Member States of the United Nations unanimously endorsed the landmark Millennium Declaration that set forth a shared vision for promoting peace and development throughout the world. The Declaration contained eight goals for significantly reducing global poverty in the new century that have come to be known as the Millennium Development Goals (MDGs). In 2005, UN Secretary-General Kofi Annan convened the 2005 World Summit from 14-16 September to determine the next steps for the world body and to evaluate the prospects for achieving the MDGs.

![Image](Millennium_Dev_Day_Engagement)**1. Business and the Millennium Development Goals**

1.1 After the 2005 World Summit: where we are now

At the 2000 Millennium Summit the 189 Member States of the United Nations unanimously endorsed the landmark Millennium Declaration that set forth a shared vision for promoting peace and development throughout the world. The Declaration contained eight goals for significantly reducing global poverty in the new century that have come to be known as the Millennium Development Goals (MDGs). In 2005, UN Secretary-General Kofi Annan convened the 2005 World Summit from 14-16 September to determine the next steps for the world body and to evaluate the prospects for achieving the MDGs.

Just days before the 170 Heads of State and Government met at UN Headquarters in New York, business leaders came together at the International Business Forum 2005 (IBF 2005). They sent a message to world leaders that they should consider the importance of the role of business in promoting development and highlighted the benefits for business and government to work together to promote peace and development: that neither state nor private actors can succeed without support from the other side. History, including the outcomes of the Millennium Summit, had already shown just how vital the private sector’s contribution toward reducing poverty has become.

While the 2005 Summit did not reach agreement on all the proposals put forward by UN Secretary-General Kofi Annan to strengthen the role of the UN in matters of peace and development, it strongly reaffirmed the MDGs as the overarching framework of international development. And the Summit acknowledged the need for developing countries to promote an environment for development-friendly business, along with good governance, respect for human rights and improved rule of law. The message from the private sector and the IBF 2005 was not only heard by the leaders attending the World Summit, but has been reflected in the final outcome document. For example:

- 172. We welcome the positive contributions of the private sector and civil society, including non-governmental organizations, in the promotion and implementation of development and human rights programmes and stress the importance of their continued engagement with Governments, the United Nations and other international organizations in these key areas.

- 174. We encourage responsible business practices, such as those promoted by the Global Compact.

- 175. We welcome the dialogue between those organizations and Member States, as reflected in the first informal interactive hearings of the General Assembly with representatives of non-governmental organizations, civil society and the private sector.

The General Assembly agreed to adopt some elements of the MDG implementation plan, “Investing in Development,” proposed by Jeffrey Sachs, a speaker at the IBF. The plan emphasizes direct assistance to address some of the most urgent manifestations of poverty, such as through reducing hunger by providing free school meals to children and by providing bednets to reduce the spread of malaria. The international community also reaffirmed the recent G8 summit in Gleneagles, Scotland, calling for an additional annual US$ 50 billion for development cooperation by 2010.

Bringing the message of the IBF 2005 to the World Summit, Dr. Bamanga Tukur, Executive President and Chairman of the African Busi-
ness Round Table, told the UN General Assembly that "in today’s global society, business interests increasingly overlap with development objectives. Business operations - from micro-enterprises to multinationals - are greatly impacted by health, security and economic development factors. Adequate infrastructure, access to finance and better regulation would enhance foreign and domestic investment inflow."

"Business and economic development reinforce one another," he added. "They are infinitely compatible. Business is good for development and development is good for business."

Tukur, however, acknowledged that the least developed countries will continue to need special attention and aid because of their particular circumstances, but even in this regard, he said business has a role to play. "The effectiveness of such assistance can be improved by applying business know-how and proven business solutions, by building valuable partnerships between public and private sector actors."

1. Business and the Millennium Development Goals

Private Sector is a willing and able partner

The private sector is a willing and able partner in the call to raise living standards for billions of people. In order to maximize our contribution to the development of stable economies, a business-friendly climate is essential. An enabling environment encourages entrepreneurship, allows local companies to thrive and attracts foreign investment. It offers companies a fair chance to achieve returns. Political stability, good governance, clear property rights and reasonable tax structures are just some of the essential factors for fostering private sector growth. Poverty can only be made history if bad habits of autocracy and corruption are replaced with democracy and accountability.

Dr. Bamanga Tukur
Executive President and Chairman of the African Business Round Table in speech at the UN General Assembly on 16 September 2005

1.2 Alliances between governments and business to further the MDGs

Keeping expectations realistic

After we invited a very high-level person from a multinational enterprise to speak at the IBF 2005, we received a message back warning us to keep expectations realistic, and to remember that the business of business is business.

"I hope that with all expectations you have in this conference you keep in mind, that the primary goal of enterprises is to seek profitability and any commitment to MDGs and other development objectives are at most secondary goals," he wrote. If it is possible to bring both together, he said, enterprises will advertise that, but if not, enterprises will only respond if there is an incentive or a sanction, keeping in mind that sanctions cause avoidance action such as lobbying.

"At the end of the day," he wrote, "business only mobilises its resources and competences if the institutional and macro-political and macro-economic framework is positive for business, which is not the case in a lot of developing countries and poor countries. Therefore business will not invest in these countries."

Frustration, he warned, could result from a conference that raises expectations that business cannot fulfill and cautioned us to "keep your expectations realistic."

Luiz Ramalho
Director Sustainable Business Development, InWent
Since the beginning of the 1990s, foreign direct investment (FDI) from the private sector into developing countries has far exceeded the amount of financial aid granted by governments. “From US$192 billion in 1990, FDI rose to almost three times that amount, to $572 billion in 2003,” Klemens van de Sand, Coordinator for the MDGs, German Ministry for Economic Development, told the IBF 2005. “Of this amount, $172 billion which is about one third of all foreign investments goes to the developing and transition countries. This is three times as much as the annual official development assistance provided worldwide.”

However, van de Sand noted, 40 percent of foreign direct investments are concentrated on 12 emerging economies, especially in Asia. “It largely ignores the poorest countries in Sub-Saharan Africa.”

Foreign direct investment, in large measure, has helped fuel the enormous economic growth in China and India. This experience provides an important lesson: Development can be achieved provided that public and private resources, money and skills are coordinated in support of one common aim.

Governments can set rules that can indeed trigger the spread of wealth among their own societies and poorer countries. But while governments must build the foundation for long-term economic growth in developing countries, business has a critical role to play as creator of income and wealth. Long-term poverty reduction depends on business to generate employment, markets, trade and investment.

Still, governments can govern only within their borders. Transnational corporations act on the world market, beyond the regulation of a single government. Compared to the influence and possibilities of world business, the power of national politics has decreased.

While national governments may be losing influence, supranational alliances are becoming increasingly important. The European Union or the NAFTA Agreement on the American continent is taking over parts of the regulatory power of the nation states. At the same time, new and stronger institutions are emerging on the global level, among them the World Trade Organisation (WTO). These new global institutions are pursuing free market and free trade politics, calling for the liberalization of business to be the most important prerequisite for global economic growth and poverty reduction.

But an international set of rules regulating the free market is also emerging. International organizations, such the United Nations and the Organisation for Economic Development and Cooperation (OECD), have been working on adopting new global standards for business, and there has been steady progress in the development of new international law, both soft and hard, for economic and social relations. And, to a certain degree, it has been the private sector itself that is calling for regulation to provide a stable, but not overly restrictive framework, to achieve security for investment and profit. For the same reason, many companies are taking Corporate Social Responsibility (CSR) very seriously today. They have worked out codes of conduct that cover issues such as worker and consumer rights and environmental sustainability. These voluntary codes are intended to curb some of the more extreme behavior found in free markets. More importantly they are intended to complement government action or inaction - recognizing that a lack of public policy frameworks creates uncertainty and governance voids that undermine business confidence. Companies also want these same rules to be applied to local competitors who do not face the same level of public and international scrutiny. Some industrial sectors have adopted the idea of self-regulation.

Voluntary measures by business, which can publicly indicate the seriousness by which an enterprise is interested in joining the effort to meet the MDGs, can also open doors to different types of partnerships, including those with groups that have been critical of business, such as non-government organizations (NGOs) and trade unions.
1. Business and the Millennium Development Goals

1.3 The business sector’s self-interest in development

Natura Cosméticos (see Chapter 3, working group), Brazil’s leading cosmetic company, launched a certification program six years ago to ensure that its products were produced in an environmentally sustainable manner. As a result of its commitment to working with indigenous people and using sustainable sourcing of rainforest natural products, the company also enhanced its economic performance. Investing in the management of risk

The MDGs provide a useful strategy for companies to minimize possible risks that could be harmful to their business. Dedicating human and financial resources to educational, environmental or social programs, for instance, could help ease the social tensions that poverty engenders, such as violence and instability, and at the same time, reduces the potential costs of doing business.

So, we need to put this on a business standard - that is why we need the MDGs. Because they are targets, they are quantitative, they are important, they are actually also clever, because they are saying poverty is not just one thing, but poverty is about health, it is about hunger, it is about access to safe drinking water.

What we have recommended, in the Millennium Project, is that these basic investments be made on a village-by-village basis: a truck for the village, a diesel generator for the village, maybe a mill for the grain, so that the women are not spending the whole damn day milling, a few boreholes, so that your children are not dying from unprotected springs - none of this is rocket science. It is all low-cost, straightforward and it does not get done. So we are proposing Millennium Villages - Millennium Villages are the idea that “let’s just do this” and I am actually looking for business partners, in the most literal sense.

How about trying? Help be a partner. With your core competence technologies, we are hoping to get hundreds of these villages going this year. I have got a lot of rich people in the last few weeks to put up money for some of the basic investments. You know why? Because people are frustrated, they want to see real action, so if you are interested, please contact me. It is sachs@columbia.edu

Jeffrey D. Sachs
Special Advisor to the UN Secretary General and Head of the Millennium Project

Investing in future business

There is a whole school of economists who are calling for a new business strategy aimed at catering to the poor as a market, known as “Investing in the Base of the Pyramid” (BOP).
1. Business and the Millennium Development Goals

“If we stop thinking of the poor as victims or as a burden and begin to recognize them as resilient and creative entrepreneurs and value-conscious consumers, a whole new world of opportunity will open,” say C.K. Prahalad and Stuart Hart, two leaders of the BOP-school (the latter also spoke at the IBF 2005). Selling quality products in small unit packages for low-income consumers, they say, along with spreading money by means of affordable bank credit in shanty towns and reducing the “poverty penalty” of expensive water or energy supply, can all provide new profits for business and an improvement in the living standards of the poor.

Investing in the brand

There are enormous public relations benefits for shareholders and stakeholders, for example, when a company eliminates child labor in the production chain while enabling children to attend school. These relations have to be considered as a part of the value of the company’s brand. An investment in reducing poverty and raising the standard of living in developing countries equals a contribution to the company’s standing and profit in developed markets. Engro Chemical, a fertilizer manufacturer, entered into a Public Private Partnership to improve schools in Pakistan and found that improved literacy helped boost its brand recognition and sales of its product. More educated consumers purchased more fertilizer.

Further approaches

The impetus for socially responsible investment may differ from company to company, from sector to sector. But while there is a moral and ethical reason for companies to be interested in contributing to the effort to achieve the MDGs, there are serious profit-making considerations that companies must consider as well.

…the discussions uptown [at the UN Summit] are very much oriented towards how much money Germany donates, how much money the United States donate, is it 0.7 percent, is it 0.2 percent. So the focus of this discussion is, in my very modest opinion, somehow beside the point that is discussed here. And I think this point here is more important.

Uschi Eid
Parliament Secretary of State, Federal German Ministry of Economic Cooperation and Development (BMZ)
While the role of business has been discussed at major international conferences before, most businesses around the world have not been, and are still not, part of the conversation. Clearly, companies still need a stronger rationale, and perhaps a nudge, to play a greater role in development issues. To meet this need, the organizers of the 10th International Business Forum wanted the conference to be more than a three-day event, they wanted a learning process that could expand the participation of the business community in development issues well after the conference concluded.

The business case for reaching the poor

There are places where, if you're in a poor country, you are paying $20 dollars for diarrhea medicine, while if you are in a rich country, you are paying only $2. This means there is a huge market where companies can actually make profits and yet provide a tremendously important service to the poor. So we have got to get away from this notion of equating markets and consumers and profit-making with exploitation which still lurks in so many minds.

UNDP and the UN are very committed to the corporate social responsibility agenda. But we are really interested in the core business case for reaching the poor. Because that is the only way that you go to scale, that is the only concept that has the ambition that will enable you to reach the MDGs. Everything else is nice, is attractive, we can support it but it’s not going to get you there.

It is a process. Prof. Stuart L. Hart of Cornell University says, that requires all participants to actually engage in “a collaborate process of deep empathetic listening to understand what the real needs are.” This process, he says, can stimulate imagination that can result in whole new ideas that are co-invented for new businesses, new products, new services.

Well before the Forum, WBI and InWEnt created the www.businessandmdgs.org website, not only to serve as a portal for the conference, but also to serve as a repository of learning about the private sector and the MDGs in advance of the Forum. The site includes a repository of case studies of business actions and multi-sectoral partnerships supporting the MDGs, as well as links to publications and information sources globally. The site continues to be updated as an evolving learning tool.

The 10th International Business Forum built on a number of constructive dialogues during 2005:

In May 2005, the UN Global Compact, UNDP and the Prince of Wales International Business Leaders Forum (IBLF) brought together more than 70 representatives from business, civil society, government and the UN System for the Second Business and Development Leadership Workshop, “Business Action for Development.” This senior-level symposium focused on innovative business models and practices to meet opportunities brought by markets, trade and investment in developing countries. Participants agreed that business has a vital role to play if the MDGs are to be met, that an enabling environment — including good public governance — can help to encourage business sector engagement, and that local collaboration between businesses and other partners is required to enhance impact beyond isolated projects.

In June 2005, companies from over 30 countries participating in the Global Compact participating joined UN Secretary-General Kofi Annan, President Jacques Chirac and Prime Minister Tony Blair in “The Business Contribution to the Millennium Development Goals” conference to emphasize and clarify the role that business must play in achieving the Millennium Development Goals (MDGs). During the afternoon session of the conference, five high-level working groups issued strong recommendations to governments to create incentives so that business can more fully contribute to the advancement of the MDGs.

During the conference, Kofi Annan stressed: “It is the absence of broad-based business activity, not its presence, that condemns much of humanity to suffering. Indeed, what is utopian is the notion that poverty can be overcome without the active engagement of society, government and the UN System for the MDGs. In addition to research on current best practices and relevant literature, WBI, supported by InWEnt and the Prince of Wales International Business Leaders Forum, hosted a business-only electronic discussion with invited corporate leaders from a range of sectors and a variety of continents. The informative discussion helped to capture the insights of those who would be unable to attend the Forum itself.
The e-discussion platform allowed senior executives to candidly share their views and experiences with each other on how they believed the private sector could become more involved in the MDGs. Their comments demonstrated how the private sector is already contributing actively to achievement of the MDGs, but also, how much more can be done. The discussions served as a valuable input to the 10th International Business Forum.

A Unique Opportunity

The MDGs offer a unique opportunity and conceptual framework for business, civil society and government to focus their efforts on the most urgent development issues. The targets enable us and require us to measure our impact to meet those challenges. The simplicity of the targets in no way should lead us to underestimate the complexity of reaching them requiring us to work together and build effective partnerships that deliver results.

If the private sector is to play a role, it is important to assess the capacity needed in a country to achieve the MDGs and the private sector’s engagement in this effort to turn potential into reality.

We need to develop capacity among civil society and government, and the development community at large, to engage the private sector as a true partner in development. We must not see the private sector as simply a source of financing, but as true partners in addressing specific development issues. Many of the greatest development needs also act as barriers to sustainable business development, so there is a clear mutual interest.

The recommendations from the business leaders included:

**Focus on identifying model programs and scaling them up:**

Provide additional support to organizations that have already demonstrated success, and highlight the keys to those successes to others. This could be an appealing way for the private sector to help expand successful initiatives so that they can benefit in other regions or countries.

**Focus on sectors, not “the private sector” at large:**

Private sector-led strategies could focus on how specific industries will contribute to the MDGs in communication, energy, entertainment, environment, financial, food, manufacturing, media, medical technology, pharmaceuticals, and technology.

**Allow the private sector to select an MDG of interest:**

It is better to ask the private sector what they would like to do to help alleviate poverty rather than present a menu of possible programs for contribution or participation.

**Recognize why the private sector is hesitant to become involved:**

Major hurdles limiting corporate involvement include cost, limited resources, perception of limited benefit, low priority in relation to commercial projects, and poor past experiences.

**Educate the private sector to understand the challenges facing our world of which development professionals are deeply aware:**

Making businesses aware of the global development challenges we face is critically important.

**Listen - really listen - to the experiences of the private sector trying to work with development organizations:**

Several business people spoke candidly about their frustrations in working with development organizations and encouraged a candid assessment of partnerships and alliances that did not achieve definitive results.

The MDGs offer a unique opportunity and addressing specific development issues. Many of the greatest development needs also act as barriers to sustainable business development, so there is a clear mutual interest.

![Frannie Léautier](image)

Frannie Léautier
Vice President, World Bank Institute

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Have development officials communicate directly to businesses around the globe:
One manager at an international firm in the retail sector noted that “Communications from the UN Global Compact come to me and to our CEO, and often from the office of the UN Secretary General. I’m not sure about your companies, but here that means action. Letters that filter down to my level are covered in red pen instructions or questions from my CEO.”

Reach out to medium and small firms:
Many business leaders noted a pervasive lack of awareness among small and medium-sized firms about the Millennium Development Goals and specifically, how they can contribute to achieving them. A proactive campaign to include these businesses could engage well respected business leaders to address industry-specific annual meetings and could also work with Small Business Development Centers that exist throughout the world to create a global “What are you doing for the MDGs?” campaign that could potentially reach 25 million small businesses.

Further suggestions on what the private sector can do in concrete terms included:
- Establishing a business-to-business mentor system to encourage others to become involved in the MDGs.
- Placing the MDG logo on Websites of businesses to encourage awareness, employee participation and donations. These corporate Websites are visited by hundreds of millions of people every day.
- Establishing an non-UN “go to” place that provides advice to representatives of the private sector and UN organizations on how to make the partnership work over the long-term.
- Working with Chambers of Commerce throughout the world to focus on a specific MDG around which they rally businesses support in their local community.

3. At the Forum - results from the working groups

3.1 The goals - reasons for companies to promote the MDGs

At the very heart of the IBF 2005 were the working groups that brought together representatives from companies, development agencies and academia. The working groups showcased many examples of partnerships where businesses were able to have a positive impact and allowed participants to discuss possible strategies for going forward. The explicit focus on real work examples - hearing what is working and what is not - was an invaluable shared learning experience.
Millennium Project and Global Health Initiative of the World Economic Forum: Quick-Wins to Achieve the Malaria MDGs

Contributors:

Business: Steven Phillips, Exxon Mobil Corporation; Steve Kelmar, Novartis; Robin Slater, Sumitomo Chemical
International Organisation: Awa Marie Coll-Seck, Roll Back Malaria
Academia: Awash Teklehaimanot, Columbia University

Working Group Outline: Results:

Panelists presented examples of corporate engagement in implementing workplace and community health programs; in scaling-up the production and distribution of bed nets and medicines and through Public Private Partnerships.

- There is no private activity without incentives. Politicians as well as business leaders should ask: Where and what are those incentives? An example from the point of view of Exxon: During a pipeline project in Cameroon more casualties resulted from malaria than from accidents.
- In order to scale up production of drugs against malaria, longer funding cycles of up to three years would be useful. A change in the policies of international organizations and donors would give more security planning to producing companies like Novartis and Sumitomo.
- An international procurement agency could improve the supply chain management for drugs in order to guarantee that they are reaching their destination in time.

UN Global Compact: MDG Focus on Africa and South Asia

Contributors:

Business: Sharat Dhall, Dalip Sehgal, Hindustan Lever (India); Asad Umar, Engro Chemicals (Pakistan); Bamanga Tukur, Ecomarine (Nigeria); Samuel Dossoo-Aworet, Petrolin (Gabon); Mads Kjaer, Kjaer Group (Denmark)

Working Group Outline: Additional efforts are needed in order to widen economic opportunities and tackle some of the key barriers to development, particularly in Africa and South Asia. The challenge is for businesses to realize and explore the untapped potential in the vast overlap of interests between responsible business and the achievement of the MDGs. This session explored the practical actions companies have taken to create such win-win situations where contributions to development are integrated with core business activities.

Results:

- When Hindustan Lever, India, trained women micro-entrepreneurs, it found that it was critical to work with other stakeholders to develop models that can reach the poor and generate profits for the enterprises at the same time.
- Fighting adult literacy in Pakistan strengthened the visibility of Engro Chemical in the communities; it also educated consumers, which helped increase demand for their product (fertilizer).
- Ecomarine (Nigeria) promotes African ownership in its programs, thereby activating local knowledge for its business.
- Local knowledge is important for a company to understand the problems before it can solve them.
- HIV/AIDS has impact on a company’s bottom line - when workers are sick, productivity and profitability decreases.
- Mainstream business should begin to see CSR as a direct contributor to profits.
- A concerted effort must be made to change the mindset of other companies beyond the small group of companies that are engaged on these issues.
Instituto Ethos: MDG Focus on Brazil

Contributors:
Business: Marcos Domakoski, MDD Papéis; Flávio Geraldo Petró, Caixa Econômica Federal; Ana Maria Diniz, Pão de Açúcar

Working Group Outline:
To evaluate how companies are evolving in terms of commitment to the MDGs within their daily activities and how they can develop initiatives that contribute to a better and fair Brazilian society within the context of the MDGs.

Results:
The examples from three industries showed that these conditions are needed to speed up the MDGs in Brazil include:
- Broad communication and involvement of the media sector.
- Partnership between government, private sector and NGOs.
- Investment in new social innovation.
- Initiatives at the base of the pyramid (BOP).
- Social entrepreneurship.
- Commitment of the private sector with the principles of CSR.
- The creation of mechanisms that can monitor the achievements and synergies between the initiatives.

OECD: Focusing the OECD Guidelines for Multinational Enterprises on MDG 7

Contributors:
Business: Adam Greene, USCIB; Philippe Pommez, Natura Cosméticos; Monica Araya, Empresa Informa Project

Working Group Outline:
The OECD Guidelines for Multinational Enterprises are referred to as one of the world’s foremost Codes of Conduct. All OECD countries and eight non-OECD Members have subscribed to the Guidelines. Widely used, they provide business managers with advice on dealing with social issues in overall strategies and in day-to-day operations. But few know that the Guidelines also provide detailed guidance on steps enterprises can take to improve their environmental performance. The working group concentrated on this aspect of the Guidelines.

Results:
- Reporting activities are still weak in Latin America (except in Brazil, Mexico and Chile) because the information market is very small and “confidential information” still has “overtones.”
- Company reports are not widely disseminated and read.
- The slogan “publish what you pay” should be applied everywhere and may serve as an anti-corruption tool.
- Press and media have an important role to play in facilitating transparency.
At the Forum - results from the working groups

World Bank Institute:
The Example of IT and Telecommunications Industries

Contributors:

Business: Peter Kronowitt, Intel Corporation; Tamela Hultman, AllAfrica Global Media; Bengt Wattenstrom, Ericsson
International Organization: Casper Sonesson, UNDP

120,000 points of sale in Africa

What have we done in Celtel? We built massive infrastructure in Sub Sahara Africa and from day one we said "not a single dollar in bribe," from day one. We always used pre-paid cards, scratch-cards, because in Africa this is all there is - you cannot have post paid systems. Our revenue this year is about a billion dollars or so, all this is scratch-cards. In our countries, which are thirteen of the poorest countries in Africa, there are one hundred and twenty thousand points of sale. Can you imagine that? One hundred and twenty thousand points of sale, because every morning eight million people are going to buy scratch-cards, and that created a massive business. In our region alone this is a $2 billion business, because we probably have fifty percent of the market in our countries. In each country there are three, four, five operators in the average and we are the leading operator so we have fifty percent of the market in average - hence about two billion dollars of business every year in scratch-cards. This is the kind of thing we created. Aid is wonderful, charity is great but these are only aspirins. We have a problem. We have a cancer situation, it needs surgical operation. It’s fine for you guys to argue about increasing aid and wiping debts out - that will not develop Africa. That will only help ease the pain. What will develop Africa is investment, creating jobs, creating wealth. That is what will change Africa. What we need is more business in Africa.

Working Group Outline:

This working group brought together leading representatives from global and national information and communication technology businesses operating in both developing and developed countries. The expert panel noted the incredible pace of technological advance in the ICT sector that offers new tools to assist in finding solutions to global problems and alleviating poverty.

Results:

- Those seeking partnerships with the private sector must first identify the profit motive for any business partnership in a developing country.
- Innovation that emerges from the business opportunity brings benefits that can be extended beyond any one firm, for example, open source software applications.
- Technology must become an integral focus of development, and users in developing countries must design and own the technology system.
- AllAfrica Global Media announced that it is launching HealthAfrica.com, a global network that matches the training community with health care providers to train community health workers.

Looking beyond existing partnerships, it was suggested that one shared network for Africa be created to reduce credit risk and remove the first mover, entry hurdle. The World Bank could serve as the equity holder and CIDA as the trainer for long-term financing. This shared network would need to be developed in partnership with governments, regulatory officials, World Bank, donors / mutual funds, local owners, and the technology sector.
3. At the Forum - results from the working groups

3.2 The examples - strong evidence

World Bank Institute:
Food, Nutrition and Packaging Industries

**Contributors:**

**Business:** Tomas Svensson, Tetra Pak; Jack C. Ling, China National Salt Industry Corporation; Herbert Smorenburg, Unilever South Africa; Walter Becky II, Morton Salt

**International Organization:** Harthi G. Venktash-Mannar, Micronutrient Initiative

**Working Group Outline:**
This working group discussed the importance of establishing multi-sectoral efforts for improving nutrition and tackling related development issues. Examples of successful initiatives from China and Ghana provided suggestions for companies to embrace strategies that contribute to the attainment of nutrition-related MDGs.

Industry representatives were learning from each other about how to address the barriers to improved access to food that is safe, meets crucial nutritional needs and that is affordable.

**Results:**
- Salt businesses initially entered the effort to combat iodine deficiency largely for philanthropic reasons but found that it led to very useful business outcomes in terms of increased knowledge of the product, improved relationships with other stakeholders, and increased consumer knowledge of product value.
- Partnerships with other stakeholders proved essential to business success when working in new markets.
- Consumers will voluntarily pay more if they recognize a quality difference and a health benefit.
- NGOs and development agencies, such as UNICEF, have proved important partners in the "social marketing" of products to mutual benefit.
- NGO monitoring also helps keep public-private partnerships accountable.
- Development results are attainable when sectors collaborate and enlist the skills, distribution networks, management expertise, technologies, research capacity and marketing skills of the private sector.

World Bank Institute:
The Pharmaceutical Industry

**Contributors:**

**Business:** Uwe Brekau, Bayer AG; David Greeley, Merck & Co. Inc.; Victor Siauly, Ache Laboratorios Farmaceuticos; Ramadhan Madabida, Tanzania Pharmaceutical Industries Ltd.

**Working Group Outline:**
Estimates suggest that tuberculosis costs the average patient three or four months of lost earnings, close to 30 percent of annual household income; malaria slows economic growth in Africa by about 1.3 percent a year; and when the prevalence of HIV/AIDS reaches eight percent, the cost in growth is estimated at about one percent a year. In this context, the initiatives of pharmaceutical companies are vital.

**Results:**
- The pharmaceutical industry is an essential player in efforts to reach MDG 6.
- There is a tension between the industry’s desire to ensure profitability while serving the needs of the poor. Philanthropy, however generous, is not a solution on its own.
- Public-private collaboration is important to boost incentives for drug provision and for increased research into prevention and treatment for diseases prevalent in the developing world.
3. At the Forum - results from the working groups

World Business Council for Sustainable Development:
Energy, Water and Mining Industries

Contributors:
- **Business:** Ulrike Ebert, RWE Thames water; Anita Roper, Alcoa; Karin Ireton, Anglo American; Graham Baxter, BP International Organisation: Jacqueline Coté, WBCSD

**Working Group Outline:**
This working group illustrated how business is already contributing solutions through the core business of the companies that are involved. The session showcased examples for business contributions from water services, energy and mineral processing industries and invited an open discussion of the roles and needs of all actors.

**Results:**
- There is a need to be more specific, to translate the MDGs into bite-sized chunks, because that is how business will address them best.
- Clarity around roles and responsibility is fundamental to the success of partnership projects.
- There are limitations to what business can do. The role of governments is to provide the framework for positive pro-poor investment to happen.
- Businesses can make their biggest contribution to the achievement of the MDGs through their core business - not through philanthropy or side ventures.
- The development community needs to be a bit more business-like to achieve the MDGs.
- There is a need for more accountability, metrics and targets, and for a common language.
- There is a need for more innovative instruments for financing.

3.3 The tools - a great variety

German Development Institute:
The Private Sector and Development Agencies: How to Form Successful Partnerships

Contributors:
- **International Organizations:** Barbara Addy, USAID Global Development Alliance; Helmut Fischer, Germany Public Private Partnership Program; Jack Newnham, DFID’s Business Linkage Challenge Fund; Wilfried Lütkenhorst, UNIDO Business Partnership Program; Sanjay Gandhi, UNDP Growing Sustainable Business Initiative

**Working Group Outline:**
Various bilateral and multilateral donor agencies have set up programs to support alliances with business. Representatives of five of the most influential programs met at this working group to present key characteristics of the respective programs in order to compare their results and discuss lessons learned.

**Results:**
- Although these programs share a common philosophy, each has specific characteristics:
  - Some require commercial viability of the project and aim at funding the core business, others support philanthropic initiatives.
  - Some have a geographic focus, particularly on Africa, while others implement most projects in emerging markets ("where the business is").
  - Some select business partners via competitive bidding, others via case by case negotiations.
  - Some tie aid to business partners from their home country while others support companies regardless of their nationality.
  - Projects range in size, from US$10,000 to several million dollars.
3. At the Forum - results from the working groups

InWEnt:
Joining Hands to Fight HIV/AIDS through Capacity Building

Contributors:
Business: Ramadhan Madabida, Tanzania Pharmaceutical Industries; Thabani Shale, Durban Automotive Cluster
International Organization: Carola Donner-Reichle, InWEnt; Michael Krause, InWEnt

Working Group Outline:
The working group showcased InWEnt’s capacity building concept using the example of partnerships with the private sector to fight HIV/AIDS. The participants discussed two partnership examples: ‘AWISA’ - AIDS Workplace Programmes in Southern Africa, and the partnership with Tanzania Pharmaceutical Industries Limited to ensure good manufacturing practice standards for the production of affordable high quality anti-retroviral drugs in Tanzania.

Results:
- Awareness building, education and capacity building are the key to success in the fight against the pandemic.
- It is important to equip partners with tools to take full ownership of the interventions.
- Dialogue, interconnection and sharing experience with similar initiatives will lead to the dissemination of best practice.

- Small and Medium Enterprises (SME) are particularly vulnerable to the threat of HIV/AIDS. The loss of just one or two trained personnel can be devastating to the morale and financial health of a small business.
- Productivity loss through illness and absenteeism is similarly disastrous.
- InWEnt fights HIV/AIDS through SME workplace programs as close to two thirds of the private companies in Southern Africa are SMEs.

Instituto Ethos:
How Companies are Using a Variety of CSR Tools

Contributors:
Business: Izeusse Braga, Petrobras
International Organization: Marcelo Linguitte, Ethos Institute; Ernst Ligteringen, GRI

Working Group Outline:
This working group discussed existing business tools for the implementation of corporate social responsibility and sustainable development within business operations.

Results:
- Philanthropy is an extremely important aspect of business practice and should always be encouraged, but one should never forget the distinct nature of CSR as a management philosophy.
- The CSR movement will only be sustainable if it is able to lead to the necessary changes towards sustainable development.
- To generate a positive impact on poverty alleviation, business can incorporate the MDGs as guidelines for the business operations, products and services.
- Implementation of the MDGs by the private sector should be voluntary - there should be no government regulation or control.
- Ethos CSR Indicators Benchmarking Best Practices Database serves as an important reference for the enhancement of socially responsible management in Brazil.
- The new generation of Global Reporting Initiative guidelines generates a more robust tool for companies and provides a series of services for the users.
- The PROGEFE - Petrobras’ Suppliers Management Program is an example of how to use CSR indicators within a company’s operations.
3. At the Forum - results from the working groups

GTZ, Allianz AG and UNDP: Micro-Insurance as a Tool to Fight Poverty

Contributors:

Business: Michael Anthony, Allianz AG
International Organizations: Rüdiger Krech, GTZ; Arun Kashyap, UNDP

Working Group Outline:
Life and livelihood security, missing in the informal economy, are critical to poverty alleviation. The clients of micro-insurance programs generally have low incomes and are predominantly women. They may also include pensioners, artisans, small farmers and micro-entrepreneurs. The working group explained how and why Allianz has ventured into this still marginally profitable business and how GTZ and UNDP support Allianz in facilitating the infrastructure to build a social security net through micro-insurance.

Results:
- There is a paradox: the poorer the people are, the more they pay for insurance services, i.e. by themselves “out of the pocket.”
- There is a significant demand for micro-insurance since it represents a tool for poverty reduction (experiences in India, Laos, Indonesia).
- Micro-insurance is complementary to microfinance and should be an element of overall social protection strategies.
- The mandate is to help the poor to overcome the illness-poverty trap.
- Micro-insurance should not only imply health care but also property.
- Insurance should protect the shops or rural properties of the poor.
- There is an important need for capacity development: we need market and insurance education and agent training.
- Allianz is now evaluating potential markets available for micro-insurance products.

3.4 The strategies - toward future action

World Bank Institute: Business Strategy and Innovation

Contributors:

Business: Herbert Smorenburg, Unilever; Vitor Seravalli, BASF Brazil; Karl Heinz Schlaiss, DaimlerChrysler; Philippe Pommez, Natura Cosméticos
Academia: Jane Nelson, Corporate Social Responsibility Initiative, Harvard University

Working Group Outline:
The Business Strategy and Innovation workshop brought together private sector representatives to discuss the best way to positively incorporate the world’s poor into the global economy. Unilever, DaimlerChrysler, BASF and Natura Cosméticos all demonstrated innovative ways to engage with the so-called “base of the pyramid” in mutually beneficial ways.

Results:
- There needs to be top level buy-in from company leadership to overcome internal resistance.
- Corporate social responsibility efforts must deliver sustainable business results.
- For long term success, firms need to learn what works - testing, monitoring and evaluation and proving that there is a long term market before going to scale - focus on profits not volumes.
- Firms need to be willing to adapt and learn new skills to fit new ways of doing business.
- Northern companies can learn from innovative models of Southern firms.
3. At the Forum - results from the working groups

Working Group Development Policy of German Business: German Private Sector Participation in Development Cooperation

**Contributors:**
- **Business:** Claudia Wörmann, AGE; Mirian Tiemi Zanchetta, BASF AG; Carola Fink-Anshe, Boehringer Ingelheim GmbH; Frank Kehlenbach, German Construction Industry Federation; Thomas Timm, German Chamber of Commerce Sao Paulo
- **International Organisation:** Alexander G. Friedrich, UN Executive Secretary ret.
- **Academia:** Albrecht von Gleich, Hamburg Institute of International Economics

**Working Group Outline:**

**German businesses are active partners with developing countries in achieving the MDGs.**
Through trade and foreign direct investment, enterprises in the development process aimed at reaching the MDGs.

- German business foreign direct investment accounts for 45 billion Euros (2003). Through these investments, German companies directly employ 663,000 people in developing countries providing livelihoods for millions of people. Representatives of German business and academia discussed the missions accomplished and the way ahead to further enhance the impact of companies on achieving the MDGs.

**Results:**

- Participants made the following recommendations to scale up the participation of private enterprises in the development process aimed at reaching the MDGs:
  - Remove political and administrative obstacles in host countries and improve the overall climate for private business in order to facilitate public-private partnership (PPP) projects and reduce their political risks.
  - Mobilize and to increase the bilateral and multilateral funds available for PPP making them more business-friendly.
  - Extend the availability and volume of guarantees for capital and, where necessary, cover some operational costs of long term PPP-projects in sectors such as water and transport.
  - Scale up the role of the business organizations, chambers of industry and commerce including them also as active members in the network of partnerships.

DEG (KfW Group):
The Role of the Financial Sector

**Contributors:**
- **Business:** Dirk Reinhard, Munich Re Foundation; Ragnhild Melzi, Standard Americas Inc
- **International Organization:** Dr. Thomas Koch, DEG - The German Investment and Development Company

**Working Group Outline:**

**Through trade and foreign direct investment, enterprises in the development process aimed at reaching the MDGs.**

- Development finance institutions (DFI) promote private- and financial-sector development by offering long-term finance, taking higher risks and regarding additio

**Results:**

- The financial sector is a “power engine” for private sector growth in many ways.
  - As the expansion of insurance and reinsurance products fosters economic development, the insurance sector has large development potential.
  - Future challenges for financial sector development are: further development of entrepreneurial class, access of lower economic groups to consumer and business finance, investment in infrastructure, development of capital markets for sub-investment grade credits and more participants in the markets.
  - Development finance institutions (DFI) promote private- and financial-sector development by offering long-term finance, taking higher risks and regarding additio
  - DFIs contribute to a stabilization of financial systems by offering funding. Thus, DFIs can indirectly contribute to MDG 1 (poverty reduction) and MDG 8 (a global partnership for development, in particular the development of financial systems).
  - Financial sector development is not the “one and only” solution to fight poverty but it remains an important prerequisite for economic growth, job creation and thus to MDG achievement.
World Bank Institute:
Building Leadership for the 21st Century

Contributors:
Business: Christopher Sorek, SAP; Maria Luiza Barbosa, União da Agroindustria Canavieira de São Paolo (Brazil); Raul Martinez Moreira, CEMEX (Mexico)
International Organization: Becky Buell, OXFAM

Working Group Outline:
Poverty, starvation, pandemics and the destruction of the environment jeopardize future business opportunities as well as people's livelihoods. This working group examined immediate challenges for the next generation of leaders. The problems will require common solutions. Panelists found a need for new skills, ideas and leadership to cope with a rapidly changing business environment.

Results:
- Understanding among the next generation of leaders of development issues is critical to foster a business environment that is conducive to new ideas and effective strategies for positive change.
- CEMEX, União da Agroindustria Canavieira de São Paolo and SAP have acknowledged the need for new leadership.
- New programs have been set up for ethical and forward-thinking business education.
- A vital component of future management is instilling ethical leadership.
- Respected NGOs, such as Oxfam, have much to contribute:
  - Monitoring,
  - pushing accountability,
  - offering constructive inputs,
  - helping build the partnering skills that facilitate effective development related initiatives and outcomes.

…”the major contribution is the one that we can put ourselves, to start working, to start creating conditions for business to flourish, to accelerate growth, then we can accumulate the capital for our own investment. This is a new way of doing business in Africa.”

Firmino Gabriel Mucavele
Chief Executive NEPAD Secretariat

Business and MDGs
The concept of Public Private Partnership (PPP) played a prominent role in the discussions of IBF 2005. Because of the strategic importance of this concept and its clarification, we include, in Chapters 4.1 to 4.4, excerpts from a paper of Tilman Altenburg, Senior Researcher, German Development Institute (DIE-GDI), Bonn.

Strategic alliances in development cooperation can help pursue objectives in diverse fields, such as employment creation, education, health, or environmental protection. Both the private and the development sector have much to contribute: the private sector contributes technological and organizational competence as well as access to markets and its own specific dynamism, whereas development agencies bring in complementary expertise in other fields, such as in organizing stakeholder dialogue, facilitating government contacts, or enhancing the efficiency of relevant public institutions. Financial contributions as well as project risks are shared by both partners. Some initiatives take on the form of multi-stakeholder alliances involving other actors such as NGOs, foundations and business associations. Pooling their resources and combining complementary capabilities, strategic alliances are likely to have an especially sustainable impact.

4. Multi-sectoral partnerships - how to build successful alliances

4.1 Why should donor agencies cooperate with private companies?

Need to take on partnerships in a major way

If we are ever going to really come to grips with the immensity of these issues that are facing us, then the corporate sector is going to have to play a much more substantial role than it is today. But the only way you do that is not trying to shame companies into it or force them into it or force them giving philanthropic donations. The only way is if there is clearly opportunity for those companies. It has to be in an opportunity frame.

That means we have got to take on partnerships in a major way. That means we need to partner with small or medium size enterprises, with NGOs on the ground, with local governments, with local players and design the collaborate business models so we are going to enrich all of us.

It requires you to actually engage in a collaborate process of deep empathetic listening to understand what the real needs are. This can stimulate imagination; it can result in whole new ideas that are co-invented for new businesses, new products, new services. That can lead us to a more sustainable way of living, that can make profits both for the large companies and local players and that might actually trickle up over time. That’s how we might change over consumption in the United States as it invents superior ways of doing it. So I call this “becoming indigenous.”
From the standpoint of development agencies committed to achieving the Millennium Development Goals, there are four main reasons for establishing alliances with private companies:

1. The internal production efficiency of private companies is usually higher than that of public enterprises. Incentives for cost reduction are stronger in private firms since private shareholders are subject to hard or at least helpful, to render private investment possible, for example, by insuring political risks, facilitating dialogue with governments and civil society, supporting improvement of the legal framework or fostering organizational development of public and semi-public institutions.

2. The involvement of private companies can leverage additional capital for development financing. Private-sector capital may substitute for official development assistance in countries and sectors with access to international capital markets, in this way freeing up scarce public resources that may be targeted to poor countries where markets are, in many cases, threatened with failure.

3. Complementarities between public and private actors may create productivity gains. On the one hand, development agencies may build on existing private initiatives, such as support spillovers from private investment projects; on the other hand, public action may be indispensable, or at least helpful, to render private investment possible, for example, by insuring political risks, facilitating dialogue with governments and civil society, supporting improvement of the legal framework or fostering organizational development of public and semi-public institutions.

4. Cooperation between development agencies and the private sector may contribute to mutual appreciation and learning. It may raise awareness for development issues within the private sector, while it may provide development administrations with a better understanding of the foundations of economic growth and more knowledge about certain management aspects in which the private sector is generally believed to be more efficient. Moreover, by showing that large firms in fact cooperate with development agencies, the latter hope to overcome their sometimes negative reputation of being overly bureaucratic, in this way becoming more generally accepted within the business sector and society in general.

4.2 What’s in it for the business sector?

Cooperation with the private sector will only succeed if firms are willing to cooperate with the public sector on development issues. This raises the question of why these firms should take any interest in strategic alliances in the first place. In fact, many companies are not willing to engage in cooperative arrangements with government institutions, pointing, in particular, to the high transaction costs involved. Those companies that do cooperate advance three main arguments.

Cost sharing:
Public co-financing may cut the costs of necessary or least desirable investments in a firm’s business environment - improvements to the value chain or the health and education of the local workforce.

Legitimacy:
The private sector is often heavily criticized for exploiting Third World countries, for paying unfair prices, repatriating profits, evading taxes, bribing politicians and crowding out local competitors. Criticism is especially heavy of potentially polluting and labor-intensive industries. It is no coincidence that these industries are particularly engaged in corporate social responsibility, especially if they are associated with brand names. Working with public development cooperation is seen as a mark of confidence and helps increase the legitimacy of the companies.

Complementary specialization:
Among the specific competences attributed to development agencies are their experience in dealing with governments and certain stakeholders and in supporting organizational development in different cultural settings.

Consequently, there appears to be considerable scope for win-win-situations: Public Private Partnerships are a promising way of combining the financial resources and expertise of both parties, and both may increase their legitimacy by gaining the support of a broader constituency.
4. Multi-sectoral partnerships - how to build successful alliances

4.3 The risks connected to Public Private Partnerships

There are risks and sometimes additional costs, for development agencies considering public-private partnerships. From the perspective of development agencies, however, entering alliances is also bound up with some risks and additional costs. In some cases the private partner’s interest may not be in line with the public interest in the host country-firms may try to misuse their market power to prevent local firms from upgrading into strategic business fields or to crowd out local competitors. In the case of such fundamental conflicts of interests, it is obvious that an alliance will not work. More importantly, however, some risks and limitations remain even if public and private partners pursue complementary goals.

Poorly defined agreements:
If obligations, such as cost-sharing arrangements, are not well defined, there is the risk that public resources may be misused or wasted, especially if substantial public subsidies are involved. Agreements should specify performance or output targets for which each partner can be held responsible, while partners from the private sector should be largely free to choose the method they think best for achieving the agreed upon goals.

Corruption and windfall profits:
Many private schemes have been associated with corruption. But even without corruption, there is always a considerable risk that windfall gains will accrue to the private sector (and taxpayer money may be wasted), especially if the private partners receive public support for activities which they would have performed in any case. Partnerships make sense only if the public contribution triggers an additional development impact that goes beyond the impact that the private partner - in pursuance of its own interests - would have had anyway, or that it is legally obliged to provide. If a firm receives public financial support for activities that are not additional in this sense, this represents a windfall profit for the firm and a waste of public resources.

Costs outweigh benefits:
Although there may be good reasons for governments and development agencies to contract out public services or enter into strategic alliances with firms, this necessarily implies a series of principal-agent problems, because public and private actors may in part pursue different interests, and the private partners (the “agents”) have an incentive to maintain information asymmetries in order to negotiate favorable contract conditions - such as to maximize public support, to leave the expected outcomes relatively unspecified, and to externalize risks. This again highlights the need to clearly define the contractual relationship, with the services, prices, and distribution of risks etc. which this may entail, as well as to reach agreements on targets and to monitor the extent to which such targets have been met. This causes costs - precisely under the usual conditions of bounded rationality and asymmetrical information.

4.4 10 critical issues about Public Private Partnerships

1. How can the most promising PPP-projects be selected?
Some donor agencies (e.g. DfID) have established competitive bidding procedures and independent committees to select the most promising business ideas. Donor agencies may organize tenders with or without a certain thematic focus. A bidding process stimulates competition for good ideas, and periodic project selection rounds carried out by an independent expert panel ensure that decisions will be relatively transparent. Moreover, tenders may be designed to invite proposals for selected regions or topics. Other agencies prefer to negotiate business proposals on a case-by-case basis. They argue that it is better to develop project ideas together with the partner while at the same time enhancing mutual understanding and building trust, rather than selecting written proposals. Furthermore, the formal bidding process means that most of the companies that prepared a proposal will be turned down, possibly leading to a certain degree of frustration and alienation from development cooperation.
2. How can unnecessary subsidies be minimized?

Most donor programs directly or indirectly subsidize their business partners. As we have argued earlier, public financial support for these companies is justified if it induces an additional development impact, and this additional impact must be greater than the impact the donor agency might achieve if it used the same amount of money in a traditional program without private partners.

Business partners need to have a self-interest in the commercial success of the respective project and take on entrepreneurial risks to guarantee the sustainability of the project. Other programs appear to be less stringent in this regard, and rely primarily on charity organizations or business initiatives that are motivated by corporate social responsibility concerns rather than immediate business interests.

4. How can outreach be increased?

Two strategies designed to increase the outreach of business alliances have emerged. First, alliances may be forged with groups of firms, especially with business associations of certain sub-sectors. Second, alliances may be built with lead firms that are in command of technologies or brand names, control access to important markets, set sector-wide (or at least chain-wide) standards and influence other barriers to entry, and select and sometimes support partner firms. Partnering with a lead firm may help resolve a broad range of development issues, such as developing new markets for local products, establishing sector-wide labor and environment standards, developing local suppliers, introducing new management techniques, providing infrastructure services for the poor, and raising awareness of HIV/AIDS prevention.

3. Should donors promote commercially viable private-sector initiatives or focus on altruistic projects?

Some donor programs explicitly select commercially viable initiatives. One of the requirements of the German PPP program is that this may again result in a very heterogeneous and unstructured project portfolio.

5. How much donor-side process management is needed in multi-stakeholder processes?

Multi-stakeholder processes may produce higher quality outcomes than isolated local business-to-business projects, particularly because of their ability to influence the overall policy environment and to reach agreement on and enforce sector-wide standards. Facilitation of such processes, however, requires someone to take the lead and facilitate the overall process, which may be quite time-consuming.

6. What is the right balance between concentration of donor activities on certain focal areas and flexibility in supporting innovative private-sector approaches?

There is a trade-off between the goals of supporting a broad array of private sector-driven development initiatives and the general tendency toward raising aid effectiveness by concentrating on certain focal areas. Donors undertake many efforts to streamline their development aid and concentrate on a limited number of focal issues, as there is a broad consensus that concentration increases aid efficiency. Supporting development efforts in the private sector, in contrast, requires a high degree of flexibility and readiness to support innovative proposals made by business partners, even though they may not be in line with the focal issues that have been agreed upon during government consultations. In the end, if they are to assure the commitment of business partners, partnership projects need to be flexible and able to take decisions quickly and independently. Bearing in mind that official negotiations with host country governments tend to be slow and burdensome, it is practically impossible to negotiate individual partnership projects with host country governments. Implementing, without the consent of partners, development projects that involve official development assistance is, however, an infraction of the good principles of partnership and participation.

7. What possibilities do partner countries have to influence PPP programs and alliances?

Multi-stakeholder partnerships may produce higher quality outcomes than isolated local business-to-business projects, particularly because of their ability to influence the overall policy environment and to reach agreement on and enforce sector-wide standards. Facilitation of such processes, however, requires someone to take the lead and facilitate the overall process, which may be quite time-consuming.

4. Multi-sectoral partnerships - how to build successful alliances
8. To what extent can monitoring and evaluation be assured?

Monitoring and evaluation are important to ensure that performance indicators are met and to enable donor agencies to learn and to improve their programs continuously. For several good reasons, however, companies are sometimes reluctant to accept rigorous external reviews. First, companies cannot be expected to disclose certain strategic business data; second, they do not want to be criticized for insufficient impact as long as development contributions are voluntary - external evaluations can only be demanded when the firms use public funds; third, the cost of evaluation may be unreasonably high, especially in the case of small cooperation projects beyond a threshold of, say, $250,000. On the other hand, it must be seen as problematic if private companies receive substantial government funding without any external performance measurements.

9. What can special PPP programs do to mainstream private-sector participation in traditional government-to-government programs?

Most donor aid is disbursed through government institutions. PPP programs and business alliances are different inasmuch as they involve private-sector companies in problem-solving, and most services are delivered by the business partners. Aid efficiency could be increased if this approach was mainstreamed in traditional government-to-government aid.

10. Is it acceptable to link development objectives with export promotion?

Some programs select business partners merely on the grounds of expected development impacts, while some bilateral programs provide public support only to companies from their own country, in this way simultaneously pursuing development goals and seeking to improve the positioning of their own companies.

4. Multi-sectoral partnerships - how to build successful alliances

4.5 From the IBF: the key to successful partnerships

The IBF participants showcased many examples of how businesses are contributing toward the MDGs. In most examples, businesses worked with other stakeholders, notably governments and civil society and these partnerships show that business innovation can bring new solutions to the poverty trap and that multi-sectoral approaches can help ensure the sustainability of projects for all partners.

Building a successful partnership is far from easy and as the discussions in New York demonstrated, it takes time to build the relationships and the mutual trust that are the bedrock of effective partnerships.

What makes some partnerships more effective than others? The IBF further crystallized thinking among business, international agencies, governments and civil society on the importance of multi-sectoral partnerships and the factors that can contribute to their success. Participants highlighted the following factors as keys to successful partnerships.

- The need to find a common “language” across sectors and to educate each sector on the viewpoints/priorities of different sectors.
- There is still a need to go beyond stereotyping, such as treating the poor at the “base of the pyramid” as homogenous when there is tremendous range of contexts and issues faced by poor populations. Similarly, governments and NGOs should not think of, and treat, the “private sector” as one homogenous group. And business should avoid treating all NGOs as the same when, in fact, they quite diverse.

- Spend time thinking strategically about how a specific partner can become involved and the added value (be it a firm, government agency or NGO). Be clear about what is to be achieved and the benefits the partnership will bring.
- Communicate openly during the consensus building process - many frustrations from partnerships, often acutely felt by businesses, are rooted in the failure of partners to really listen.
4. Multi-sectoral partnerships - how to build successful alliances

- Build a clear common goal and vision recognized and shared by all partners.
- Identify partners that offer complementary resources, competencies and capacities.
- Train the innovators and entrepreneurs within the private sector, government, international agencies and NGO community who wish to build partnerships.
- Be clear about roles and timelines - the obvious importance of identifying who will do what and when it will be accomplished cannot be overstated.
- Seek partner input early. Inviting the private sector to donate funding to an existing initiative is traditional "philanthropy," not a partnership. Asking a global organization to support a private sector development initiative is often perceived as simply using the good name of the organization to help the private sector achieve its goals, and this is also not a partnership. Thus, it is imperative to involve all partners in shaping the initiative.
- Try to understand partners' concerns, motivations for joining the partnership, the constraints they face, culture of the private sector, and traditional ways that they have partnered with other sectors in the past.

Business UNusual: Partnerships to Strengthen UN Reform

As part of the Forum, The UN Global Compact launched its report "Business UNusual: Facilitating United Nations Reform through Partnerships," which explores how partnerships with business act as a catalyst for reform and institutional innovation throughout the UN organization by infusing private sector management practices and performance-based thinking. "Business UNusual" concludes that partnerships have an increasingly important role to play as a complementary approach to the conventional instruments of international cooperation and development.

The UN, which has started to fundamentally change course during the leadership of Kofi Annan, has embarked on a road toward becoming a more effective and accountable institution.

Georg Kell, Executive Head of the UN Global Compact Office provided participants with an introduction to the report and Wolfgang Reinicke, Managing Director of the Global Public Policy Institute gave an overview of its key recommendations:

- Partnerships need strong local ownership and to be effective they need to be driven and implemented by actors on the ground.
- Partnerships require good management, including an impact assessment. The UN must make sure that partnerships which deliver can be scaled up. The UN should not participate in partnerships that do not contribute to mission accomplishment, or that do not build on the core competencies of the organization.
- Governments - local and nationals - should further support the UN's efforts in reaching out to business and civil society.
- The UN must fully leverage and protect its key resource: its legitimacy and values-based mission. The UN brings various resources to the fore in partnerships.

UNDP Administrator Kemal Dervis cited partnerships, together with the need for greater freedom for local governments to act and legitimacy, were key to achieving the MDGs. The obstacles, he said, were not due to a lack of resources but rather, to inefficient institutions and to human behavior.
The IBF 2005 demonstrated the growing understanding among business leaders of the importance of contributing to development, particularly with regard to the creation of new markets. The rising per capita income in the developing world is opening up vast markets at the "base of the pyramid," and as incomes rise for four billion people currently living in poverty, market opportunities will expand exponentially. At the same time, business can contribute to accelerating the rise in income and opportunity in a myriad of ways, including investing in infrastructure, R&D and technologies for the developing world; hiring and developing local talent; sourcing and buying from developing countries; volunteering talent and time toward a particular issue; donating surplus or used equipment; and making financial donations through corporate foundations. Why? - because it just makes good business sense.

From a 'business is good for development' perspective, the message from the Forum is that only by directing and adjusting core business activities for the BOP markets, with the MDGs as a general framework for action, will the world make significant advances in poverty reduction.

This also means that businesses now need to move beyond the perception of CSR as philanthropic side activities, and align CSR actions as integral to their core business. While the mere idea of CSR is far from well established in the business world, adding social and environmental projects at the fringe of the main portfolio will hardly be enough to make use of the opportunities of BOP markets.

A checklist for management

In order to help contribute to efforts to achieve the MDGs, companies need to educate their employees. To help companies organize their MDG strategies, the co-organizers of IBF 2005 created a checklist for management in the business sector.

1. Are decision-makers in your company aware of the MDGs and are they familiar with examples of how companies have integrated thinking around the MDGs into core-business strategies?

2. Are international standards, such as the OECD-guidelines and the 10 Global Compact Principles, understood by management of your company and are you applying them?

3. Can you identify new future customers at the “base of the pyramid” in developing countries?

4. Are there any new possibilities to link your value-chain with small and medium size companies in emerging markets?

5. Could your company gain by using more local know-how and adapting better to local taste and consumption patterns?

6. Did your company explore the advantages of public-private-partnerships when entering and consolidating business in emerging markets?

7. Are there any products from small companies in poor countries that might be useful inputs for your company and supply chain?

8. Has your company been in contact with the UN, UN agencies, national development agencies or NGOs about partnerships leading to the achievement of MDG’s?

9. Does your company take examples of action taken by other companies in your sector into account in your own decision making?
5. Findings of the Forum

5.1 Toward a new political framework

One of the conditions that is needed to accelerate progress toward achieving the MDGs is a better flow of information between all players and stakeholders involved - business, governments, agencies, civil society, public and media. In Brazil, for example, the association of sugar producers linked with the World Bank Institute and different business schools. Training courses for their employees were launched in order to improve knowledge about corporate responsibility, sustainability and the need for ethical and forward thinking business approaches.

In the financial sphere, feasibility studies, especially for large infrastructure projects, should be enhanced. Very often, the significant political and financial risks attached to those projects, as well as their long-term operational costs, cannot be borne by the private partner alone. IBF participants recommended an increase in the volume of the respective instruments of finance and guarantee, as suggested by the EU-Commission and supported by the World Bank Group.

The lack of finance is seen as a major bottleneck for entrepreneurs in developing countries. Therefore, the financial sector should fulfill its intermediation role and provide funds for private investment as public donor funding is not sufficient to achieve the MDGs. In this context, development finance institutions promote private- and financial-sector development by offering long-term finance and taking higher risks. International financial institutions should create an infrastructural fund and an infrastructure bank to pool credit risk and to provide a setting for infrastructure project such as roads, water supply and telecommunication.

Governments, it was stressed, can provide a framework for positive investment. Professor Ray Goldberg from Harvard Business School noted, as an example, that the vertical and horizontal coordination of the global food supply system has to be improved in order to advance supply and maintain it on a sufficiently high level for the growing world population. Enhanced coordination of both the private and public sector and of different international organizations such as the World Bank and the UN is essential.

5.2 Direct follow up activities

The organizing partners of IBF 2005 are committed to making the Forum part of an ongoing learning process and more than just a three day event in New York City.

- The www.businessandmdgs.org website continues to be updated with additional case studies of business actions and multi-sectoral partnerships supporting the MDGs, as well as links to relevant publications and information. WBI has also made available video of all the plenary sessions at the IBF. These can now be accessed via the WBI B-Span Network online at: http://info.worldbank.org/etools/BSPAN/index.asp.
- Follow-up learning events, to mark the launch of this report, will take place in Brazil, Germany and the United States, and will attempt to bring the results of the Forum to an ever-widening range of stakeholders to discuss how to further business contributions to particular development issues and the development of specific regions.

The IBF 2005 also created connections between companies and also between business and international organizations. For example,

- WBI has forged a number of new partnerships on initiatives as diverse as building the capacity of the private sector in Tanzania to implement effective HIV/AIDS prevention programs, and partnerships on training for good governance and leadership for development.
- Both a German development bank and a Japanese development corporation asked for access to InWEnt’s financial risk assessment tool in order to illustrate to partners in the SADC region the need to engage in HIV/AIDS workplace based strategies.
- The director of an Indian business network asked to replicate InWEnt’s AWiSA model with 50 selected Indian companies.

Through the sector specific working groups, the IBF 2005 facilitated discussion and collaboration at the industry level. While companies in a specific sector are competitors, they recognize that they face many of the same problems as well as opportunities.
5. Findings of the Forum

Therefore, there is potential for industry level collective action and initiatives that can support development objectives.

Also after the IBF2005, the Africa World Business Congress, an initiative of African businessmen and women to complement the efforts of NEPAD in attracting foreign investment into the country, met in Accra, Ghana, November 7-9, 2005. Organized by the African Business Roundtable and chaired by Dr. Tukur, the Congress consciously built on the findings of IBF 2005 and was focused specifically on the MDGs and business roles.

Djordjija Petkoski from WBI was invited to present the findings from the IBF at the opening ceremony following the opening address of the President of Ghana. The overall objective of this event was to identify active roles for African companies in helping reach the MDGs and highlight the need for more constructive engagement between private sector, government and civil society toward sustainable development. Approximately 500 participants from private and public sector as well as academia and NGO representatives from around the globe attended the conference. Several participants from IBF also spoke at the Congress in Accra, including NEPAD Secretariat Executive Head Firmino Mucavele (see Box).

For example, after the Forum, the representatives of the IBF working group from the food and packaging industry representatives met again at a meeting held by the Global Alliance for Improved Nutrition (GAIN) and the WBI. These companies then attended a forum hosted by GAIN and WBI in Beijing, October 22-23, 2005, focusing on private sector initiatives in fighting malnutrition - a key factor in achieving the MDG on alleviating hunger - and as a result, they formally launched the Business Alliance for Food Fortification in Beijing. As showcased at the IBF and again in Beijing, socially responsible businesses can play a key role on this issue, acting alone, as an industry, and in partnership with other stakeholders.

5.3 From IBF 2005 to IBF 2006

Africa does have economic comparative advantage

Before we think of infrastructure - if you look in terms of natural resources, agriculture, tourism, Africa has a comparative advantage. We can achieve high productivity rates in agriculture or in mining, even in tourism. But when it comes to trade, just to transport one kilo of prawns from Mozambique, for instance to Johannesburg, 500 kilometres away, we have to spend two dollars. To export same prawns, a kilo, to New York I spend 72 cents and it is very easy to put it on an airplane that already has refrigeration - right conditions in terms of policies that guide trade between the United States and Mozambique already exist. But - from Mozambique to our neighbouring country, South Africa, the procedures are not harmonized, the policies are not synchronized; you will have to pay duties at the border, you will have to pay other taxes that are related to doing business and still you do not have refrigeration to get the prawns in good shape to South Africa. That is why to us, infrastructure development, especially when we talk about special development approach, is very important.

It is true that we still need aid, we need our development partners to step in, but the major contribution is the one that we can put ourselves, to start working, to start creating conditions for business to flourish, to accelerate growth - then we can accumulate the capital for our own investment. This is a new way of doing business in Africa - before we did not have it and I believe that if we all work together, in partnership, Africans will be better off.

Firmino Gabriel Mucavele
Chief Executive NEPAD Secretariat
5. Findings of the Forum

5.4 Strategic outlook toward 2015

"We are always hearing about Asian tigers - what have we heard about Africa?" asked Olayinka Fayomi, Editor of FIN Foreign Investment Network Magazine. "African lions? Most investors remain unaware of the past record and current opportunities because this information has not been made available to them."

To take up this challenge, the 11th IBF 2006 will examine the practical implications of doing business in Africa. Thus, topics such as migration, brain drain and overseas transfers of the business diaspora, investments in social and economic infrastructure as well as south-south economic relations will play a role.

The 11th IBF will take place in late 2006. Please visit www.businessandmdgs.org regularly for updated information.

Looking to the future

Looking to the future of cooperation between the public and the private sector in the development field, I see positive potential for development in three areas in particular:

First: project-based cooperation between official development cooperation and the private sector must be further expanded. The focus should be on establishing new strategic alliances not only with individual companies but also with entire branches of industry and business associations in sectors relevant to development.

Second: More and more companies and investors are demonstrating that corporate social responsibility is not just an empty phrase. They have made a voluntary commitment to human rights, decent labour and social standards, environmental protection and anti-corruption measures. What we are experiencing is a shifting paradigm in the relationship between the state and the market. If we are to create the right conditions for employment and growth, particularly in the developing countries, then we need a combination of institutions, responsible policies from the public sector and initiative from the private sector. That is the only way to achieve real progress.

Third: In the German programme of development cooperation, we have launched PPP projects with around 1,000 companies. Yet there are still 80,000 companies that could potentially be partners for development.

Uschi Eid
Parliamentary Secretary of State
German Ministry of Economic Cooperation and Development
5. Findings of the Forum

Private sector involvement is a vital factor in achieving the Millennium Development Goals. The vision and insights of the business community that formed the core of the IBF should be inspiration for broader recognition of the positive role business can play in global development.

Scaling up development aid, private funding and business activities to achieve the MDGs will not work without scaling up mutual information and coordination. Many of the institutions, agencies and corporations presently working on the MDGs need to create an effective network. What this improved network could look like in the future is an open question. What kind of administration would it need? Is it necessary to create a center of information and coordination? On which level of international politics and business should it be situated? What role would the private sector play? Further discussion on these questions is vital in order to finally achieve the MDGs.

We are part of the solution

First - I think we have succeeded here, and you can really be proud of this, in tearing down some of the walls that traditionally have divided the public from the private domain. I think you have explored important complementarities and niches where the two can truly reinforce each other. This is important because it is partly new but it is also an aspect where so much hope for the future lies in.

I can assure you what you have done here sends an important signal uptown, to what governments are doing. They are aware that you are meeting here, just by the fact that you, as like minded practitioners from the development community and entrepreneurs, business people, you have shown willingness to share your experiences and to bring your skills to bear, you are sending an important signal, you are saying “we are concerned and yes, this are important issues, we are part of the solution.” This is not only an important message for the many UN organizations who are on the ground, dealing with the very big challenges, who need your help in many of the priorities that brought on the humanitarian emergencies, but also those who are concerned with long term good governance. You are sending a very important signal, I thank you from the bottom of my heart for this.

Georg Kell
Executive Head, UN Global Compact

Annex: References and links

- Business and MDGs - Webportal www.businessandmdgs.org
- InWEnt - Capacity Building International www.inwent.org
- The World Bank Institute www.worldbank.org/wbi
- Instituto Ethos, Brazil www.ethos.org.br
- The United Nations Global Compact www.unglobalcompact.org
- Federal German Ministry of Economic Cooperation and Development www.bmz.de
- UN Second Committee Discusses Role of Private Sector in Achieving MDGs
- Sachs, Jeffrey: “Investing in Development - A practical Plan to achieve the Millennium Development Goals” www.unmillenniumproject.org/reports/index.htm
- Corporate Citizenship in South Asia: How the Corporate Community is Contributing to Development http://www.unglobalcompact.org/docs/issues_docs/7.6/mdg_jamshed.pdf
- Global Reporting Initiative: Communicating Business Contributions to the Millennium Development Goals www.globalreporting.org
- OECD Guidelines for Multinational Enterprises www.oecd.org/investment
InWEnt stands for the development of human resources and organisations within the framework of international cooperation. InWEnt provides services to skilled and managerial staff as well as to decision makers from business, politics, government and civil societies worldwide. Each year, some 55,000 persons participate in our programs.

InWEnt was established in 2002 through the merger of Carl Duisberg Gesellschaft (CDG) and the German Foundation for International Development (DSE).

InWEnt aims to promote change competencies on three levels: They strengthen the individual’s executive competencies, increase the performance of companies, organisations and administrations, and at the political level, improve decision-making skills and the capacity to act. The methodological tools comprise modules that can be adapted to meet changing requirements in order to provide solutions. Apart from face-to-face situations in measures offering training, exchange of experience and dialogue, emphasis is on e-learning-assisted networking. InWEnt cooperates equally with partners from developing, transition and industrialised countries.

InWEnt’s shareholders comprise the Federal Republic of Germany, represented by the Federal Ministry for Economic Cooperation and Development (BMZ), the Carl Duisberg Gesellschaft that represents the business community, and the German Foundation for International Development that represents the German federal states (Länder).

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The World Bank Institute (WBI) is the capacity development arm of the World Bank, and helps countries share and apply global and local knowledge to meet development challenges. WBI’s capacity development programs are designed not only to build skills among groups of individuals involved in performing tasks, but also to strengthen the organizations in which they work, and the sociopolitical environment in which they operate.

Capacity for Development is the ability of individuals, institutions, and whole societies to solve problems, make informed choices, order their priorities and plan their futures, as well as implement programs and projects, and sustain them over time. Building capacity is at the heart of development and development effectiveness. It depends heavily on society’s ability to acquire and use knowledge.

WBI’s Business, Competitiveness and Development (www.csrwbi.org) team focuses on the role of business in society and development. The team works to integrate social and environmental responsibility, governance and transparency across sectors and highlights the relevance of responsible approaches for improved economic competitiveness. Business is core to development and the team builds capacity to facilitate effective multi-sectoral approaches, such as training NGOs in China on “win-win” engagement with business, and working with the food industry to forge a global alliance to fight malnutrition.

The team offers training on corporate governance and responsibility, accountability, transparency and anti-corruption strategies. Last year over 20,000 people participated in team deliveries. For example 1,100 Latin American business representatives learning together in a series of online classrooms, exchanging views and practices, and developing action plans for Responsible Competitiveness. The team strengthens relevant institutions for sustainable private sector development through technical assistance, working with local business associations on business ethics and social and environmental accountability in Russia, responsible practices in Brazil, and HIV/AIDS workplace prevention in Ethiopia. Country-focused activities are supported by regional and global series to capture and disseminate cutting-edge ideas and knowledge, such as the learning program on Business and the Global Classroom linking MBA and MPA students from around the world.

www.worldbank.org/wbi/
The Ethos Institute Business for Social Responsibility is a non-government, non-profit organization that was established in Brazil in 1998 by a group of businesspeople and executives. Throughout the nineties this group amassed a considerable track record in the defense of socially responsible principles, and has worked with a number of organizations dedicated to the defense of democracy and citizenship in Brazil.

The Ethos Institute, a pioneer in dealing with Corporate Social Responsibility (CSR) themes in Brazil, is the fruit of this experience and subsequent reflections upon the role companies play in their relations with society and the environment. By promoting and disseminating socially responsible corporate practices, the Ethos Institute aims to fulfill its mission to mobilize companies to make a sustainable contribution to the development of society by adopting socially responsible forms of management. Today, Ethos Institute is an international reference center on the subject of CSR and develops various projects in partnership with other organizations throughout the world. Its 1100 associates - companies of all sizes - have a combined annual revenue of approximately 32 percent of the Brazilian GDP and employ more than 1.2 million people. The constant growth of the Institute’s base of members and its progressive spread throughout the various regions of Brazil reflect the continuous strengthening of the CSR movement in the country. The Ethos Institute was created and is voluntarily maintained by a group of companies interested in promoting sustainable development. As such, its mission can only be achieved from the viewpoint of unity and co-responsibility. For this reason a member company is expected to divulge the concept of corporate social responsibility, commit to the theme and support the activities that the Ethos Institute promotes.

Ethos Institute seeks to generate an environment that is favorable to CSR, sensitizing universities, the media, suppliers, consumers and investors with a view towards nurturing the creation of socially responsible markets, consumption and investment. To this end the Ethos Institute implements initiatives targeting consumers, journalists, students, teachers and leaders of professional and civic corporate associations, whose opinions and actions have significant influence on the policies and practices developed by companies and upon society in general.

www.ethos.org.br

UN Global Compact

The Global Compact is the largest corporate citizenship initiative in the world. As of January 2006, over 2,300 companies from over 80 countries, as well as international labour and civil society organizations, are participants of the Secretary-General’s voluntary initiative advancing responsible corporate citizenship.

The Global Compact has unmatched strength in the developing world, home to more than half of its participating organizations and a majority of the country-level networks. There has been strong and growing participation of companies from developing economies including Brazil, China, Egypt, India and South Africa.

Global Compact participating companies are expected to: (1) embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labor standards, environmental sustainability and anti-corruption; and (2) engage with other partners in projects that give concrete expression to the Global Compact principles, in addition to advancing the broader development goals of the UN.

A “leadership model” is employed to ensure a participating company’s commitment extends beyond any individual leader, thus the CEO and the Board of Directors should fully back engagement with the Global Compact. Participants are expected to inform their stakeholders and the general public about their decision to participate in the Global Compact, as well as publicly advocate the initiative when applicable.

To advance public accountability and transparency, participating companies are expected to communicate with their stakeholders on an annual basis about progress in implementing the Global Compact principles through their annual reports, sustainability reports or other corporate communications. (See “Communication on Progress” below for more information.)

The Global Compact seeks to integrate its ten principles into business activities through a range of activities and engagement mechanisms for stakeholders, including dialogues, learning, outreach and projects.

www.unglobalcompact.org
Six UN agencies serve as partners of the Global Compact: Office of the High Commissioner for Human Rights (OHCHR); United Nations Environment Programme (UNEP); International Labour Organization (ILO); United Nations Office on Drugs and Crime (UNODC); United Nations Development Programme (UNDP); and United Nations Industrial Development Organization (UNIDO). The first four act as “guardians” of the principles, with UNDP serving as an implementing arm and UNIDO providing expertise and resources with respect to the small and medium enterprises.

In addition to engaging the business community, the office of the Global Compact has served as a catalyst and information provider for institutional reform within the United Nations. As a result, the United Nations is in the process of internalizing the Global Compact’s ten principles in four key areas: procurement practices, pension fund policies, facilities management and human resource management. The office of the Global Compact has been supporting the efforts of the United Nations Procurement Service to develop a draft United Nations Supplier Code of Conduct.

The organizers of the 10th International Business Forum wish to express their gratitude to the following organizations for their kind support of the event:

- CDS International Inc.
- DEG - The German Investment and Development Company
- Deutsches Haus@NYU
- German Development Institute DIE-GDI
- German Technical Cooperation GTZ
- Global Public Policy Institute GPPI
- International Business Leaders Forum IBLF
- International Chamber of Commerce ICC-WBO
- Millennium Project
- Organization for Economic Cooperation and Development OECD
- United Nations Development Programme UNDP
- Working Group Development Policy of German Business AGE
- World Business Council for Sustainable Development WBCSD
- World Economic Forum WEF
The organizers of the 10th International Business Forum wish to express their gratitude to the representatives of the following corporations, local and international organizations and scientific institutions that were contributing to the success of the Forum by presenting their cases:

- Aché Laboratorios
- Farmaceuticos Ecomarine (Nigeria)
- Nestlé
- Alcoa
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Novartis
- AllAfrica Global Media
- Afriland First Bank
- Ecomarine (Nigeria)
- Nestlé
- Aliaanz AG
- AllAfrica Global Media
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Anglo American
- Novartis
- Association of German Building Industry
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Bayer AG
- AllAfrica Global Media
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Boehringer-Ingelheim
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- British Petroleum
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Caixa Econômica Federal
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Celtel International BV
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- CEMEX
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- China Food Hospitality & Catering Service Co Ltd
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- China National Salt Industry Corporation
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Columbia University
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- DaimlerChrysler
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- DFID
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Durban Automotive Cluster
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Ecomarine (Nigeria)
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Empresa Informa Project
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Engro Chemicals (Pakistan)
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Ericsson
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Exxon Mobil Corporation
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- German-Brazilian Chamber of Commerce
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Global Reporting Initiative
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Hamburg Institute of International Economics (HWWA)
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Harvard University
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Hindustan Lever (India)
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Intel Corporation
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Kjær Group (Denmark)
- Afriland First Bank
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- Morton Salt
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- Munich-Re Foundation
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Natura Cosméticos
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- Novartis
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- OXFAM
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Petrobras, Brazil
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Petrofín (Gabon)
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Roll Back Malaria
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- RWE Thameswater
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- SAP
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Standard Americas Inc.
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Suez
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Sumitomo Chemical
- Afriland First Bank
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- Tanzania Pharmaceutical Industries Ltd.
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- Tetra Pak
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- UNIDO
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- União da Agroindustria Canavieira de São Paulo
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Unilever
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Unilever South Africa
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- USAID
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- USChIB
- Afriland First Bank
- Nestlé Farmaceuticos Ecomarine (Nigeria)
- Howard Mann, International Institute for Sustainable Development (IISD), Winnipeg (Canada), who dedicated a lecture to honor the late Chairman of the International Business Forum Konrad von Moltke, during a side event during the International 10th Business Forum 2005.

The corporations and organizations featured

The agenda

SUNDAY 11 September

17:00 Registration

18:00 Opening of the 10th International Business Forum 2005
- Bernd Schleich, Managing Director, InWEnt
- Klemens van de Sand, Coordinator for the MDG’s, Federal German Ministry of Economic Cooperation and Development (BMZ)
- Bamanga Mohammed Tukur, Chairman DADDO Group of Companies and ECOMARINE, Nigeria
- Welcome note by co-organizers:
  - Ricardo Young, President Ethos Institute
  - Georg Kell, Executive Head UN Global Compact
  - Djordjija Petkoski, Program Leader PSD and Corporate Governance, World Bank Institute
  - Luiz Ramalho, Director, Sustainable Business Development InWEnt

19:30 Meet & Greet, Drinks

MONDAY 12 September

08:45 Business and the Millennium Development Goals

Plenary Session:
- Eckhard Deutscher, Executive Director for Germany, World Bank Group
- Judith Mbula Bahemuka, Ambassador to the United Nations, Kenya
- Stuart L. Hart, Professor of Sustainable Global Enterprise and Professor of Management PhD, Cornell University
- Annie Wu, Managing Director, China Food Hospitality & Catering Service Co Ltd
- Bruce Jenks, Assistant Administrator and Director, Bureau for Resources and Strategic Partnerships, UNDP

10:30 Coffee Break
The agenda

MONDAY 12 September

11:00 Four parallel working groups:

A  Millennium Project and Global Health Initiative of the World Economic Forum: "Quick-wins to Achieve the Malaria MDGs": Roll Back Malaria, Exxon, Novartis, Sumitomo Chemical

B  Global Compact: MDG-Focus on Africa and South Asia: Hindustan Lever (India), Engro Chemicals (Pakistan), Ecomarine (Nigeria), Petrolin (Gabon), Kjaer Group (Denmark)

C  Instituto Ethos: MDG-Focus on Brazil: MDD Papéis, Caixa Econômica Federal, Pão de Açúcar

D  OECD: Focusing the OECD Guidelines for Multinational Enterprises on MDG 7: USCh, CSR industry expert, Empresa Informa project, Natura Cosméticos

12:30 Lunch Break

14:00 Business approaches towards the Millennium Development Goals

Four parallel working groups:

A  The Example of Food, Nutrition and Packaging Industries: Tetra Pak, China National Salt Industry Corporation, Unilever SA, Morton Salt, Micronutrient Initiative

B  The Example of IT and Telecommunications Industries: Intel, AllAfrica.com, UNDP, Ericsson

C  The Example of Pharmaceutical Industries: Bayer, Merck, Aché Brazil

D  The Example of Energy, Water and Mining Industries: WBCSD, RWE Thameswater, Alcoa, Angloamerican, BP

15:30 Coffee Break

16:00 Plenary Session:

- Ray Goldberg, George M. Moffett Professor of Agriculture and Business Emeritus, Harvard Business School
- Klaus Wachsmuth, Head of Nigeria Market, Nestlé
- Paul Fokam, President Afriland First Bank, Cameroon
- Izeusse Braga, Director Petrobras, Brazil
- Claudia Wörmann, Working Group Development Policy of German Business (AGE)

17:30 IBLF/UNDP/ICC: Call for Nominations for the World Business Awards in Support of the Millennium Development Goals 2006: Guy Sebban (Secretary General ICC)

18:30 Howard Mann (International Institute for Sustainable Development): Lecture on Investment, Trade and Sustainable Development: The Legacy of Konrad von Moltke

TUESDAY 13 September

08:45 UN Global Compact/Global Public Policy Institute report launch: “Business UNusual: Facilitating United Nations Reform through Partnerships”, Kemal Dervis (Administrator UNDP), Pascal Roger (Senior Vice-President Suez)

09:50 Businesses' tools to work on the MDGs

Plenary Session:

- Frannie Léautier, Vice-President, World Bank Institute
- Jeffrey D. Sachs, Special Advisor to the UN Secretary General and Head of the Millennium Project

10:30 Coffee Break

11:00 Four parallel working groups:

A  DIE-GDI: Development Agencies and the Private Sector: How to form successful alliances: BMZ, USAID, UNIDO, UNDP, DFID

B  InWEnt: Joining hands to fight HIV and AIDS through Capacity Building, DAC, Tanzania Pharmaceutical Industries

C  Instituto Ethos/GRI: How companies are using different available tools: Ethos Institute, Petrobras and GRI - Global Reporting Initiative

D  GTZ/Allianz/UNDP: Microinsurance as a tool to fight poverty

12:30 Lunch Break
## The agenda

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<td>14:00</td>
<td>Strategies towards 2015</td>
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<td>Four parallel working groups:</td>
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<td><strong>A</strong> Business Strategy and Innovation: Unilever, BASF Brazil, DaimlerChrysler, Natura Cosméticos</td>
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<td><strong>B</strong> AGE (Working Group Development Policy of German Business): German Private Sector Participation in Development Cooperation: Karl Starzacher (Chairman of the Board - AGE), Boehringer-Ingelheim, BASF Brazil, Association of German Building Industry, German-Brazilian Chamber of Commerce, HWWA</td>
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<td><strong>C</strong> DEG (KfW banking group): The Role of the Financial Sector, Munich Re Foundation, Afriland First Bank, Standard Americas Inc.</td>
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<td><strong>D</strong> Building Leadership for the 21st Century: SAP, União da Agroindustria Canavieira de São Paulo (Brazil), CEMEX (Mexico), OXFAM</td>
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<td>15:30</td>
<td>Coffee Break</td>
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<td>16:00</td>
<td>Plenary Session:</td>
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<td>- Uschi Eid, Permanent Secretary of State, Federal German Ministry of Economic Cooperation and Development (BMZ)</td>
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<td>- Mohamed Ibrahim, Chairman Celtel International</td>
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<td>- Firmino Gabriel Mucavele, Chief Executive NEPAD Secretariat</td>
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<td>- Georg Kell, Executive Director, UN Global Compact</td>
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<td>18:15</td>
<td>Closing</td>
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<td>- Taking the MDGs to the Streets: Video-Feature of Brazil</td>
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<td>- Drinks, Farewell</td>
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## The Participants

- **Abeasi, Kwasi**, Managing Director, Head Office, African Business Roundtable (ABR)
- **Adadevoh, David**, Senior Reporter, Ghanaian Times
- **Addy, Barbara**, Senior Advisor Global Development Alliance, USAID
- **Altenburg, Tilman**, Head of Department for Private Sector Development, German Development Institute (DIE)
- **Alvanson, Kristen**, Vice President CSR, HSBC Bank USA
- **Anthony, Michael**, Company Spokesman, Member of the Sust. Strategy Group, Allianz AG
- **Araya, Monica**, Project Director, Yale University
- **Armah-Ackom, Godfred**, CEO, Croye Systems Ltd.
- **Arruda Filho, Norman de Paula**, Director, Institute of Economy and Administration of Getulio Vargas
- **Badejo, Kola**, Senior Advisor on Africa, UN Global Compact
- **Banda, John Jimu**, Managing Director, Marketing, JJ Enterprise
- **Barbosa, Maria Luiza**, Lead Specialist on CSR and Sustainable Development, UNICA
- **Baxter, Graham**, Director, British Petroleum
- **Becky II, Walter**, President, Salt Group, Morton Salt
- **Begbie, Sally**, International President, Global Hand
- **Benton, Jeremy**, President and CEO, Impact USA
- **Börkey, Peter**, Programme Manager Environment Directorate, OECD
- **Braga, Izeusse**, International Communications Manager, Petrobas S.A.
- **Breukau, Uwe**, Senior Manager International Chemicals Policy, BAYER AG, Corporate Center
- **Buell, Becky**, Policy Director, OXFAM
- **Bulloch, Gib**, Director, Consultancy Development, Accenture Development Partnerships
- **Casado, Fernando**, Focal Point for MDG Campaign in Spain, United Nations
- **Castro, Lizeth**, Coordinator of Special Projects, CEMEX, Mexico
- **Chen, Thomas**, President and CEO, Crystal Windows & Door Systems
- **Collenberg, Dominikus**, Project Coordinator, Working Group Development Policy of German Business (AGE)
- **Coll-Seck, Awa Marie**, Executive Secretary, Roll Back Malaria Partnership Secretariat
- **Cormack, Mandy**, Vice-President Corporate Responsibility, Unilever
The Participants

Cormier, Ethel, Associate Director, Nutrition Science Institute, Proctor & Gamble
Coté, Jacqueline, Senior Advisor Advocacy & Partnerships, World Business Council for Sustainable Development
Deutscher, Eckhardt, Executive Director for Germany, World Bank Group
Diniz, Ana Maria, President of the CSR Department, Grupo Pão de Açúcar
DiPaola, Kathrin, Director, Deutsches Haus @ New York University
Domakoski, Marcos, President, MDD Papéis
Donner-Reichle, Carola, Director, Social Development, InWEnt gGmbH
Doretti, Diletta, Consultant, WBI
Dossoou-Aworet, Samuel, President and CEO, Petrolin Group and African Business Roundtable
Dosumu, Abiola, Chairperson, Super Power
Dow, Michèle, Consultant, The Corporate Citizenship Company
Dowla, Arif, Managing Director, Advanced Chemical Industries Limited
Dreier, Lisa, Associate Director, Policy and Governance, World Economic Forum (WEF)
Dunn, Bob, Chairman & Senior Counselor, Business for Social Responsibility
Ebert, Ulrike, European Affairs Manager, RWE Thames Water
Eiby-Johannesen, Iben, Director, Stakeholder Relations, Lego Group
Eid, Uschi, Parliamentary State Secretary, German Federal Ministry of Economic Cooperation and Development
Elahi, Syed Manzur, Chairman, Apex Tannery Limited
Erguler, Asu, President, Int. Development Projects, Energy Environment Consulting GmbH
Fenstermacher, Robert, Executive Director, CDS International Ltd.
Fernandez, Leonel, President of the Dominican Republic, Dominican Republic
Fink-Anthe, Carola, Head of Corporate International Health Care Affairs, Boehringer
Ingelheim GmbH
Fischer, Helmut, Coordination with the Business Sector, German Federal Ministry of Economic Cooperation and Development
Fischer, Nicolas E., Chairman, Luftfartsfunktionaerne (LFF)
Fokam, Paul, President, Afriland First Bank
Friedrich, Alexander Gunther
Fues, Thomas, Research Fellow, German Development Institute (DIE)
Funke, Jeanette, Head of Division Sustainable Technology, InWEnt gGmbH
Gagain Jr., John R., Presidential Commission M DGs, Government of the Dominican Republic
Gandhi, Sanjay, Global Project Manager, UNDP
Gleich von, Albrecht, Research Fellow, Hamburg Institute of International Economics (HWWA)
Gomez V., Nancy, President, EVE-solution Foundation
Gouveia, Gerald, CEO, Roraima Airways Inc.
Grajew, Oded, President, Instituto Ethos
Grajew, Oded, President, Instituto Ethos
Greeley, David, Senior Director, Public Affairs & Policy Latin America, Merck
Greene, Adam, Vice - President, US Council for International Business
Guichard, Francoise, Vice President, Sustainable Development, Gaz De France
Guo, Peiyuan, Founder of China SRI, Tsinghua University
Hamon, Didier, Vice President, Aéroports de Paris
Handelsman Simon, Senior Advisor, Natural Resources & Finance, Placer Dome
Hart, Stuart L., Professor of Sust. Global Enterprise and Management, Johnson Graduate School of Management at Cornell University
Hartmann, Jörg, Director, Center for Cooperation with the Private Sector, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
Hazm, Mahgir, Senior Assistant Vice President, Standard Bank Ltd.
Heleck, Stephan, Chief Advisor, Central America
Goldberg, Ray, Professor, Harvard Business School, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
Hoesterey, Julie, Director, Corporate Social Responsibility, Deloitte
Hultman, Tamela, Chief Content and Strategy Officer, All Africa Global Media
Ibrahim, Mohamed, Chairman, Celtel International
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Jamba, Sunjidmaa, Board Director, VESS - Mongolian Alumni Association of Graduates in Germany
The Participants

Jarvis, Michael, Program Specialist, CSR, Finance and Private Sector Dev., WBI
Jenks, Bruce, Director, Bureau for Resources and Strategic Partnerships, UNDP
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Kashyap, Arun, Public Private Partnership Policy Adviser, UNDP
Kehlenbach, Frank, Managing Director, Hauptverband der Deutschen Bauindustrie e.V.
Kell, George, Executive Head, UN Global Compact Office
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Kemar, Steven, Head, Global Public Affairs, Novartis
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Koch, Thomas, Head of Department, Economics and Development Policy, Deutsche Investitions- und Entwicklungsgesellschaft mbH (DEG)
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Leete, Richard, Resident Representative, UNDP
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Shale, Thabani, Portfolio Manager, Durban Automotive Cluster
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Georg Kell
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Melissa Powell
Project Manager, United Nations Global Compact
Fighting Poverty: A Business Opportunity

Report of the 10th International Business Forum

The 10th International Business Forum is being implemented with the kind support of the following organizations:

[Logos of various organizations]