

Business and the United Nations

**Working Together Towards the Sustainable
Development Goals: A Framework for Action**



in partnership with



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FOREWORD

Paloma Duran

Director, Sustainable Development Goals Fund

On 25 September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. This provides an unprecedented opportunity to shift the world onto a path of inclusive, sustainable and resilient development. Hopefully, ours can be the first generation to end poverty, but we must do that in a way that simultaneously reduces inequality and exclusion and avoids wrecking the ecosystems on which life depends. It would be hard to drive such development forward without business being on board.

The recognition that the SDGs apply to everyone and that everyone has a role to play in their delivery opens exciting opportunities for exploring new partnerships. In this sense, there is a renewed emphasis across the United Nations on partnering with responsible businesses to deliver sustainable development on the ground. As the Addis Ababa Action Agenda noted, we must focus on “unlocking the transformative potential [of the private sector... and invite] businesses to apply their creativity and innovation toward solving sustainable development challenges and to engage as partners in the development process”.¹

At the SDG Fund (www.sdgfund.org), the first development cooperation mechanism created

to achieve the SDGs, we stand ready to partner with business. We are addressing the challenge of how businesses can become more involved in joint development initiatives with governments, civil society and UN agencies. Every company, large and small, has the potential to make a very significant contribution towards shared economic, social and environmental progress. This can be through core business operations and value chains, social investments, philanthropic contributions and advocacy efforts. While we recognize that there are some who question the linkage and even the legitimacy of the for-profit private sector and the development agenda, we believe that responsible business is central to growth, productivity, innovation and job creation—all drivers for progress at scale.

This has been an important aspect of the SDG Fund's work since it was established in 2014 by the United Nations Development Programme (UNDP), on behalf of the UN system, with an initial contribution by the Spanish Government and 22 additional contributions from countries where the Fund is operating. The Fund was conceived as a multi-partner facility open to other public and private donors interested in advancing sustainable development through UN agency coordination. Initially working in 22 countries through matching funds, our programmes focus on three key thematic areas including inclusive growth for poverty eradication, food security and nutrition, and water and sanitation and three cross-cutting themes: sustainability, gender equality and public-private partnerships.

From the outset, the SDG Fund has been working to ensure that businesses are at the negotiating table to design new partnerships and initiatives. Through combining our distinct but complementary resources, technology, skills and networks, the SDG Fund can work with the private sector towards common objectives such as building inclusive

markets, combating environmental sustainability, improving food security and promoting social inclusion. The private sector has been invited to think deeply and act decisively about how to make a difference. However, at the same time and in order to harness the expertise and the in-kind potential of the private sector, we need to first listen to what companies have to say when it comes to engaging the United Nations and participating in development initiatives. Understanding these dimensions can enable the UN to engage more creatively with business.

For this purpose, the SDG Fund launched a Private Sector Advisory Group (PSAG) in April 2015, composed of business leaders of major companies from industries worldwide. These leaders committed to work diligently towards identifying areas of common interest with the primary objective of deciphering the best methods of UN-private sector engagement. It was agreed that its first initiative would be to contribute towards the preparation a practical guide about the role of the private sector in development, identifying how companies can work more effectively with the United Nations towards the SDGs, not only as donors but also as partners in the field.

To support this effort, we have partnered with Harvard Kennedy School's CSR Initiative and Business Fights Poverty to work with PSAG members in developing a set of business recommendations for how partnerships can be most effective. These recommendations have been compiled into a comprehensive guide that tackles what works, what doesn't and what more can be done by the UN to harness the full potential of what business can bring to the 2030 Agenda for Sustainable Development. This document will be shared with the purpose of providing a practical framework for how to engage effectively with business.

From the outset, the SDG Fund has been working to ensure that businesses are at the negotiating table to design new partnerships and initiatives. Through combining our distinct but complementary resources, technology, skills and networks, the SDG Fund can work with the private sector towards common objectives such as building inclusive markets, combating environmental sustainability, improving food security and promoting social inclusion.

However, this initiative is just the beginning of an on-going dialogue between the private sector and development actors for joint efforts to achieve the SDGs. We hope that our partner UN Agencies will also benefit from this valuable feedback to better align our decision-making and create more balanced and lasting partnerships going forward to achieve a sustainable and inclusive world post-2015.

¹ UN (2015). Outcome of the Third International Conference on Financing for Development, Report of the Secretary-General. <http://snipbfp.org/1OJhNno>

INTRODUCTION

Jane Nelson

Director, CSR Initiative,
Harvard Kennedy School

Zahid Torres-Rahman

Founder and Director, Business Fights Poverty

As people from around the world start to focus on how to implement the Sustainable Development Goals—the ambitious vision for ending poverty and protecting our planet—they are exploring new ways of engaging and partnering with each other to achieve greater scale and systemic impact. The 2030 Agenda for Sustainable Development which sets out the SDGs envisions a “revitalized global partnership for sustainable development”.

The year 2015 will go down in history as a defining period in our shared leadership responsibility to agree a common agenda for ending extreme poverty and protecting our planet for this and future generations. The UN General Assembly’s adoption of the SDGs and the outcomes of the Financing for Development and Climate Change conferences will set the global agenda for driving more inclusive, sustainable and resilient growth for decades to come. Success will be difficult to achieve. It will require outstanding leadership and accountability from leaders in government, business and civil society, and new models of dialogue and partnership among them. This report focuses on opportunities to increase engagement between the UN and business, drawing on the experiences and lessons of the UN SDG Fund and its Private Sector Advisory Group (PSAG).

From design to implementation of the SDGs

The UN Secretary-General Ban Ki-moon addressed the Private Sector Forum on 26 September 2015, the day after the UN General Assembly adopted the 2030 Sustainable Development Agenda. His call to action was clear and compelling:

“The Sustainable Development Goals were forged from the most inclusive policy dialogue we have ever organised. Governments must take the lead in living up to their pledges. At the same time, I am counting on the private sector to drive success. Now is the time to mobilise the global business community as never before. The case is clear. Realising the Sustainable Development Goals will improve the environment for doing business and building markets. Trillions of dollars in public and private funds are to be redirected towards the SDGs, creating huge opportunities for responsible companies to deliver solutions.”¹

Attention must now be focused on implementation - on harnessing the different capabilities and interests of business and building effective partnerships to drive the delivery of measurable results. What are these capabilities and interests? And how can we increase both the quantity and quality of partnerships, especially between the UN and business? This report aims to address these two core questions. It draws specifically on examples of business engagement in development from a relatively small, but diverse group of 13 companies that constitute the Private Sector Advisory Group of the UN’s SDG Fund, but the models of engagement, challenges, lessons learned and good practices are relevant much more broadly.

Engagement between the UN and business

Engagement between the UN and the business community is not new. Indeed, the United Nations system has been working with the private sector in different ways since its creation 70 years ago. Engagement has ranged from traditional consultative and procurement arrangements, which have been in place since the founding of the UN in 1945, to new types of cooperation in the past couple of decades. These have ranged from the development and promotion of global norms and responsible business standards to the joint design, financing and implementation of projects on the ground.²

In addition to most UN agencies and funds now having a dedicated team or teams to support engagement with the private sector, the creation of the UN Global Compact in 2000 and the unanimous endorsement of the UN Guiding Principles on Business and Human Rights by the UN Human Rights Council in 2011, have been crucial milestones in the evolving engagement between the UN and business. At the operational and implementation level, the United Nations Development Programme (UNDP) has played an increasingly important role in engaging with local and international companies and their associations.

In particular, UNDP has supported public policies and government capacity building to help achieve broad-based private sector development with a focus on strengthening local business ecosystems and companies, including the small and medium-sized businesses that create the majority of jobs in most economies. It has also established a variety of innovative programmes to promote responsible business practices and to mobilise financial, technological and managerial resources from domestic and foreign companies that directly support key UN goals. The establishment of the SDG Fund in 2014 is a key example.

Embarking on a new era of cooperation

Although engagement between the UN and business is not new, what is new is the central role that leaders from the private sector have played, both individually and collectively, in providing substantive input to the development of the 17 SDGs and their 169 targets, as well as the Financing for Development process and the global Climate Change agenda.

In addition, there has been a substantial increase in the number of companies that are able to measurably demonstrate the transformative impact that their technologies, products, services and business models have had on improving the lives of low-income producers, consumers and workers. These range from the ground-breaking implications of digitisation and the information and communications technology revolution to breakthroughs in health and agricultural productivity due to advances in materials and life sciences and new financing and business models.

At the same time that more experienced companies are beginning to measure and increase their investments in business-driven approaches that address international development goals, a growing number of new companies and business-led coalitions are making explicit commitments to support specific SDGs and projects. And many more private sector leaders and investors are starting to advocate publicly for their governments to take greater leadership in achieving the SDGs.

Equally, more leaders in government and civil society are publicly recognising the important role of the private sector in sustainable development. They are calling on business leaders to be more proactive in getting engaged and in making targeted investments to achieve the SDGs. They are also calling on business leaders to be more transparent and accountable for the development impact of their business activities, both negative and positive.



HARVARD Kennedy School
Corporate Social
Responsibility Initiative

Of course major challenges remain. The beneficial development impact of many private sector investments often fails to reach the scale that is needed due to a combination of market failures, governance gaps and other bottlenecks.³ Even the best-intentioned individual investments, let alone philanthropic contributions, while valuable and necessary, are not sufficient on their own to achieve lasting and more systemic results in terms of tackling poverty and achieving other SDGs.

More seriously, exposés of the negative impacts of certain companies and private investments continue to dominate many news headlines. These range from human rights abuses and tragic shortfalls in worker health and safety to environmental degradation, tax avoidance and corruption scandals. On-going mistrust, lack of mutual awareness and understanding, and inadequate skills, financing and governance structures remain major obstacles to greater public-private partnerships and UN-business engagement.

Despite the on-going challenges that must be tackled, there is increasingly common agreement among leaders in different sectors around three common imperatives for action:

- Multi-stakeholder partnerships among governments, companies and civil society organisations will be central for setting common policy agendas, mobilising necessary resources, and ensuring shared accountability.
- Private sector investments and market-based solutions, as well as philanthropic contributions and blended finance or hybrid models, will be needed to achieve scale and sustained impact in many sectors.
- Country-level leadership, prioritisation and ownership of outcomes will be essential for driving transformative or systemic change. Governments must lead, but the business community in each country, both domestic and foreign, as well as civil society have a vital role to play.

The imperative for action

The following report outlines the business and development cases for increased UN-business engagement – the shared imperative for action – before focusing on a practical framework for business engagement in development and a proposed agenda for action by the UN and business leaders.

The business imperative for engaging in the SDGs is based both on the value to the business and the values of the business. Tackling sustainable development challenges helps to identify and mitigate material risks and costs for many companies and strengthen their relationships, licence to operate and longer-term resilience. It can also create opportunities for innovation and for accessing new producers, consumers and growth markets. In short, it can help companies both to protect value or manage risks as well as create value or enhance opportunities for the company and its stakeholders. Beyond this, engagement in the SDGs can help companies to articulate and demonstrate the deeper values of progressive business leaders and their employees, investors and customers as active citizens in their own right.

The imperative for the UN and other governmental and non-governmental organisations focused on development to engage with domestic and foreign companies also rests of the dual principles of identifying and mitigating risks and negative impact, and identifying and mobilising resources to achieve positive impact. There is a strong imperative to work with companies and business associations to agree on and spread responsible business practices and standards in areas such as human rights, labour, the environment and anti-corruption. At the same time, there is the untapped potential to mobilise and leverage private financial investments, technological, product and business model innovations, and networks to help achieve the SDGs. The need to tap this private sector potential is greater than ever in an era of public sector resource constraints and fundamental demographic, technological and ecosystem transformations.

The framework for action

The framework for action that we introduce in this report builds on several decades of work by the authors and our organisations.⁴ We argue that business can engage in development most effectively and strategically through its core business investments and activities. In every industry sector, it is these core business investments and activities that offer the greatest potential for achieving sustained results at scale. At the same time, we recognize the value of strategic corporate philanthropy and social investments, and the role that companies play, for good and bad, in public policy advocacy. And importantly, we highlight the emergence of innovative hybrid models or blended finance models that combine either business and philanthropic resources and objectives and/or public and private resources and objectives.

We also illustrate how companies can engage in addressing development goals either individually through their own business activities, through specific project-based partnerships with other companies or with public and civil society partners, or through multi-stakeholder platforms that bring together a larger number of actors to achieve more systemic change through policy advocacy or strengthening broader ecosystems.

We make a strong case that to be effective and transformative in supporting the SDGs, business must play to its strengths. Its partners in the UN and elsewhere must understand and respect what these strengths are. This means looking to core business models, technologies, products and services, and unleashing a new wave of innovation and creativity. It means becoming more strategic in how philanthropic capital is deployed, aligning more closely to core business and leveraging competencies and assets beyond cash. And it means thinking about how to drive scale and more systemic change through multi-stakeholder collaboration and policy advocacy.

The agenda for action

The report concludes with a clear agenda for action: Inspire-Connect-Equip. This outlines what the UN can do to motivate and mobilise many more companies to get actively engaged in supporting the SDGs, how it can simplify and facilitate the process of business engagement with UN agencies and other delivery partners, especially at the country level, and how it can help to build and share knowledge and skills related to business engagement in development and new models of partnership and impact measurement.

In summary, the report aims to provide a business perspective on some of the key ways in which companies can support the SDGs, and to highlight examples of what works, what does not and what more can be done by the UN to harness the full potential of what business can bring. It draws primarily on the perspectives of the 13 member companies of the SDG Fund's Private Sector Advisory Group, but also distils insights from the extensive analysis that has been done on the theory and practice of business and sustainable development, including by our own organisations. We hope that the report will serve as a useful resource for those who see the SDGs as a fresh opportunity to engage business as a true partner in development. There is much work to be done by all leaders in all sectors and all countries.

¹ Remarks at the United Nations Private Sector Forum. Secretary-General Ban Ki-moon, UN Headquarters, 26 September 2015

² For a detailed overview of UN-business partnerships see: Jane Nelson (2002). Building Partnerships: Cooperation between the United Nations system and the private sector. The UN Department for Public Information, NY and access different UN-business portals from the UN's website on: <http://www.un.org/en/sections/resources/business>

³ Jane Nelson, Beth Jenkins and Richard Gilbert (2015). Business and the Sustainable Development Goals: Building Blocks for Success at Scale. Business Fights Poverty and Harvard Kennedy School's CSR Initiative. <http://snipbfp.org/1LOOKZZ>.

⁴ The original framework of core business activities, corporate philanthropy and policy dialogue was introduced in: Jane Nelson (1996). Business as Partners in Development: Creating wealth for countries, companies and communities. The International Business Leaders Forum, UNDP and the World Bank. The framework for individual corporate action, project-based partnerships and multi-stakeholder platforms was introduced in: Christina Gradl and Beth Jenkins. (2011). Tackling Barriers to Scale: From Inclusive Business Models to Inclusive Business Ecosystems. CSR Initiative, Harvard Kennedy School, Cambridge.



Photo: BBVA Microfinance Foundation. Ricardo and Hector Sudario (clients) and Juan Carlos Peña (microfinance officer) Perú. Read more in the Companies Examples Section.

CONTENTS

Executive Summary 2

Section I: 5

The Imperative for Action

The case for engaging business in the delivery of the SDGs and why getting involved makes sense for business, too.

Section II: 15

The Framework for Action

A framework for how to engage business as a partner in development with examples, good-practice insights and lessons learned.

Section III: 31

The Agenda for Action

A practical set of actions for the UN, based on recommendations from the SDG Fund's Private Sector Advisory Group.

Recommended Resources 38

An outline of useful reading, toolkits and other resources for engaging business in the SDGs.

Company Examples

A collection of company case examples and perspectives from members of the SDG Fund's Private Sector Advisory Group, available at:

<http://www.sdgfund.org/business-and-un>

EXECUTIVE SUMMARY

The scale and ambition of the new Sustainable Development Goals require us to be bold and creative in how we work together to achieve them. A great deal has been written and learnt about how business can engage as an equal partner in this endeavour.

This report provides a practical framework for how to engage effectively with business in support of the SDGs. It provides a business perspective on what works, what does not and what more can be done by the UN to harness the full potential of what business can bring.

The report is composed of three sections:

Section I - “The Imperative for Action”

Section I explores the strong case for engaging business in the delivery of the SDGs and why getting involved makes sense for business, too. We present a two-part analysis for understanding why business matters to the SDGs and vice versa.

Section II - “The Framework for Action”

Section II outlines a framework we have developed to inform how to engage business as a partner with examples, good-practice insights and lessons learned. This framework is based on two key dimensions that have emerged: the extent to which any initiative is commercially driven and the extent to which an initiative engages others outside the business.

Illustrating these two dimensions as two sides of a matrix (*right*) allows us to plot and analyse specific business initiatives. So for example, a commercial value-chain project delivered with an NGO would appear at **Point 1** in the diagram, while a non-

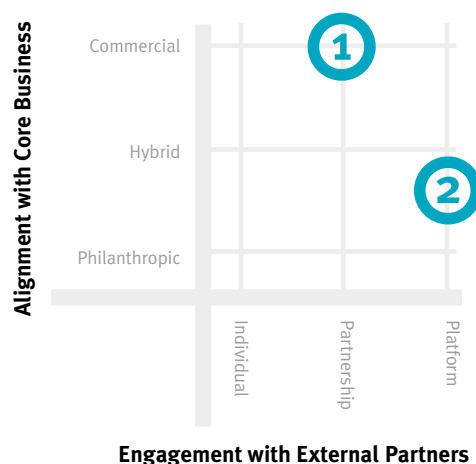
commercial, multi-stakeholder coalition to strengthen national health systems would appear at **Point 2**.

The report illustrates this matrix with actual examples from the 13 members of the SDG Fund’s Private Sector Advisory Group (PSAG).

We explore the trends towards more closely aligning initiatives with a company’s core business. Hybrid models are emerging where philanthropic capital is being used to kick-start business ideas or build long-term markets, and where companies are leveraging core business competencies and assets beyond cash.

There is also an important trend towards seeking to address more systemic challenges through multi-stakeholder collaboration.

Understanding these dimensions can enable the UN to engage more creatively with business.



Section III - “The Agenda for Action”

Section III sets out practical recommendations for the UN from PSAG and from our own experience of working with a range of other businesses.



INSPIRE

Actions to motivate and mobilise business, UN staff and Member States around specific strategic SDG engagement opportunities, especially at the country level.

- 1.** Energise business around the SDGs, by articulating in clear business language the relevance of specific goals to specific companies.
- 2.** Strengthen awareness of practical opportunities for business to engage, through effective online and face-to-face communication.
- 3.** Engage more strategically with companies around their core business processes, products, services, people and competencies.
- 4.** Support companies and the individuals within them to build the business case for innovating commercial ideas that contribute to the SDGs.
- 5.** Engage internally and with Member States in the case for partnering with business, including by showcasing successful examples.



CONNECT

Actions to simplify and facilitate the process of business engagement with UN agencies and other delivery partners, especially at the country level.

- 1.** Simplify the process for two-way dialogue, including by giving a clear mandate to the UN Resident Coordinator's Office to facilitate co-creation of solutions at the country level.
- 2.** Create a simpler process for companies to initiate a partnership with the UN system, particularly for specific topics and countries.
- 3.** Bring more consistency, transparency and pragmatism across the UN system to the process for selecting with which companies to work.
- 4.** Assist businesses to identify in-country partners from government and civil society to help design and deliver specific initiatives that support the SDGs.
- 5.** Support business engagement in, and provide funding for, platforms to tackle system- or policy-level constraints and facilitate collaboration to deliver the SDGs.



EQUIP

Actions to build and share knowledge and skills for business engagement, including for partnering and measuring impact, and to explore co-investment models.

- 1.** Disseminate information on good practice business engagement.
- 2.** Facilitate peer-to-peer learning and support on how business can contribute to the delivery of the SDGs, including more indepth industry and/or SDG-specific guidelines.
- 3.** Strengthen skills and share good practice on building effective partnerships, including face-to-face and online training.
- 4.** Help strengthen the mechanisms for measurement and evaluation, including identification of key performance indicators that are relevant for development and for business.
- 5.** Open UN SDG funding to earlier and more strategic private sector participation to encourage business innovation and partnership around specific themes.

Section I

The Imperative for Action

CONTENTS

1. The Sustainable Development Goals (SDGs)	6
2. Benefits of Engaging Business in the SDGs	10
3. Benefits to Business of Engaging in the SDGs	12

1. THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs), which were adopted by the UN General Assembly on 25 September, 2015, are a set of international development goals and targets. They mark a hugely significant moment for global development in terms of what they cover and how they will be delivered.

First, **the SDGs are far broader in scope** than the Millennium Development Goals (MDGs) they have replaced. The SDGs cover 17 areas of economic, social and environmental progress and emphasise the interlinkages between these areas.

Second, **the SDGs place a renewed urgency on delivering in partnership.** There is now a widespread understanding that delivering the goals cannot be achieved by governments and aid agencies alone. Instead, a diverse array of innovators and funders from across the world, individually and in new partnerships, will be central to how the SDGs will be delivered. These actors now explicitly include business and civil society, as well as governments and aid agencies.

Third, **the SDGs apply universally to all nations, not just developing countries.** While the MDGs provided a framework for action within developing countries, the SDGs apply equally to developed and developing countries.

In short, the SDGs apply to everyone, and everyone has a role in their delivery.

For businesses and those interested in partnering with them, this has two important implications.

First, **the SDGs provide a comprehensive framework for individual and collective action,** with an opportunity to focus on the specific goals that most clearly and materially align with the core activities and competencies of specific businesses, groups of companies or industry-wide coalitions.

Second, **the recognition that everyone has a role to play opens new opportunities for exploring how best to engage the private sector in all its diversity:** from manufacturing to financial service sectors, from start-up enterprises to large companies, and from domestic companies to multinationals.

Harnessing enterprise and innovation, particularly at the country level, and forming new partnerships and purpose-driven coalitions opens up the prospect of delivering the SDGs at scale.

FINANCING THE SDGs

The Third International Conference on Financing for Development, held in Addis Ababa, Ethiopia, in July 2015, set out a comprehensive framework for delivering on the promise of the SDGs.

The final outcome document, the Addis Ababa Action Agenda (AAAA) which was subsequently endorsed by the UN General Assembly, sets out “a new global framework for financing sustainable development by aligning all financing flows and policies with economic, social and environmental priorities.”¹ It covers domestic public resources, domestic and international private business and finance, and international development cooperation.

There are two particularly striking features of the outcome document with regards to business. First, many of the development challenges highlighted are very relevant to and have a direct impact on business and, second, business is seen as an important partner in tackling them.

The Action Agenda highlights the importance of “unlocking the transformative potential” of the private sector; it calls on “all businesses to

apply their creativity and innovation toward solving sustainable development challenges.”²

Among the challenges highlighted, for example, are: a lack of access to health, education, energy, water and sanitation; hunger and malnutrition; weak infrastructure; a lack of jobs; fragile ecosystems; gender inequality; financial exclusion; a digital divide; weak governance and corruption. These sorts of development challenges also undermine the growth potential of business and the markets in which they operate.

The Action Agenda sees business as being part of the solution, and sets out a series of action areas designed to boost economic growth, domestic enterprise, foreign direct investment, trade and regional integration, and the spread of new innovations, technologies and connectivity.

The document recognises that businesses can contribute to the solutions by behaving and investing responsibly and managing their own social, economic, environmental and governance impacts. In the context of effective domestic resource mobilisation, the Action Agenda emphasises the importance of efficient, effective,

transparent and fair tax systems. In the context of strengthening the spillover benefits of foreign investment, it highlights the importance of establishing linkages with local suppliers, especially micro, small and medium enterprises.

For many of the development challenges, businesses can play a role by innovating around new technologies, products, services and business models, whether that might be extending access to affordable basic services, driving up internet connectivity, developing clean energy technologies, boosting the productivity of smallholder farmers, or creating new market opportunities for micro, small and medium entrepreneurs.

The Action Agenda recognises the importance of attracting private investment, alongside public, into infrastructure through public private partnerships, blended finance and other funding structures.

It is estimated that achieving the SDGs will require substantially new amounts and sources of funding; the UN estimates that the cost of achieving the SDGs will be about \$3.3-4.5 trillion a year. However, the conference was upbeat: “The challenge is

not insurmountable. Global public and private investment would be sufficient to address them – but only if financial resources are invested in and aligned with sustainable development”.³

The commitments made at the conference, including a Sustainable Development Investment Partnership to mobilise \$100 billion in private financing over five years for infrastructure projects in developing countries, represent “a revitalized and strengthened global partnership for sustainable development that can end extreme poverty and deliver sustainable development for all”.⁴

¹ UN (2015a). Outcome of the Third International Conference on Financing for Development, Report of the Secretary-General. <http://snipbfp.org/1OJhNno>

² UN (2015b). The Addis Ababa Action Agenda of the Third International Conference on Financing for Development. <http://snipbfp.org/1LuoKJt>

³ UN (2015a). *op. cit.*

⁴ UN (2015a). *op. cit.*

THE SDGS

The SDGs together form an ambitious, integrated global plan of action for people, planet, prosperity and peace. They apply universally to all countries and the importance of partnership is emphasised in their implementation. There are 17 goals and 169 targets that provide a comprehensive framework for action up to 2030.

People



End poverty in all its forms everywhere.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Ensure healthy lives and promote well-being for all at all ages.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Achieve gender equality and empower all women and girls.

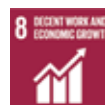


Ensure availability and sustainable management of water and sanitation for all.

Prosperity



Ensure access to affordable, reliable, sustainable and modern energy for all.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



Reduce inequality within and among countries.



“The SDGs are the way to move the world forward in a sustainable way. Using the SDGs, we hope to work with the UN to bring a variety of stakeholders to the table. The UN brings national level inputs, H&M engages suppliers, and NGOs provide capacity building - we can move forward together.”

HANNA HALLIN

GLOBAL SOCIAL SUSTAINABILITY MANAGER, H&M

Planet



Make cities and human settlements inclusive, safe, resilient and sustainable.



Ensure sustainable consumption and production patterns.



Take urgent action to combat climate change and its impacts.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Peace



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Partnership



Strengthen the means of implementation and revitalise the global partnership for sustainable development.

“This Agenda is a plan of action for people, planet and prosperity that also seeks to strengthen universal peace in larger freedom. All countries and all stakeholders, acting in collaborative partnership, will implement this people-centred Agenda. We are resolved to free the human race within this generation from the tyranny of poverty and want and to heal and secure our planet for the present and for future generations. We are determined to take the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.”

TRANSFORMING OUR WORLD: THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT OUTCOME DOCUMENT FOR THE UN SUMMIT TO ADOPT THE POST-2015 DEVELOPMENT AGENDA

2. BENEFITS OF ENGAGING BUSINESS IN THE SDGS

As the Addis Ababa Action Agenda made clear, the development community sees the value in engaging with business to meet the SDGs.

A shared imperative

Tackling the world's most pressing social, economic and environmental challenges is in the mutual interest of the public and private sectors.

The scale, complexity and interconnected nature of these challenges means that neither the public nor private sectors can tackle them alone.

Public and philanthropic resources will continue to be essential, but will not be sufficient and must be used more effectively, including to leverage more private sector resources.

In light of the ambitious nature of the SDG agenda, the need for all players to pool their efforts and build mutual trust has never been more compelling.

BUSINESS PERSPECTIVE: BBVA Microfinance Foundation

Ending poverty in all its forms everywhere requires the participation of all private and public institutions. Therefore, the BBVA Microfinance Foundation works strategically with different partners to create a systemic effect by promoting good corporate governance, appropriate regulations, human capital training and sound social measurement.

Complementary strengths

Business is the engine of growth, innovation and job creation, which are fundamental drivers of the bold economic, social and environmental solutions that we need.

Through its core business, the private sector can make a powerful contribution. For instance, creating new technologies, products, services or business models that enhance people's lives; investing in the skills and health of its workforce; or implementing responsible social and environmental business standards and supporting human rights.

Business also brings competencies built on understanding and delivering value to customers, designing business models to meet specific needs in a scalable way.

Through its direct access to consumers, business can play an important role in shifting attitudes towards more sustainable patterns of consumption.

The potential to be more creative partners

There is enormous untapped potential in terms of what can be achieved through business partnerships.

While there has tended to be an emphasis on behaviour (controlling corporate behaviour) and/or benevolence (philanthropic donations), there is a fundamental shift towards identifying opportunities for mutual benefit.

This involves identifying opportunities for shared value and encouraging business innovation around social challenges such as clean energy or nutrition. It might also involve convening ambitious multi-business coalitions in support of large-scale, system-level change in support of people, planet, prosperity and peace.

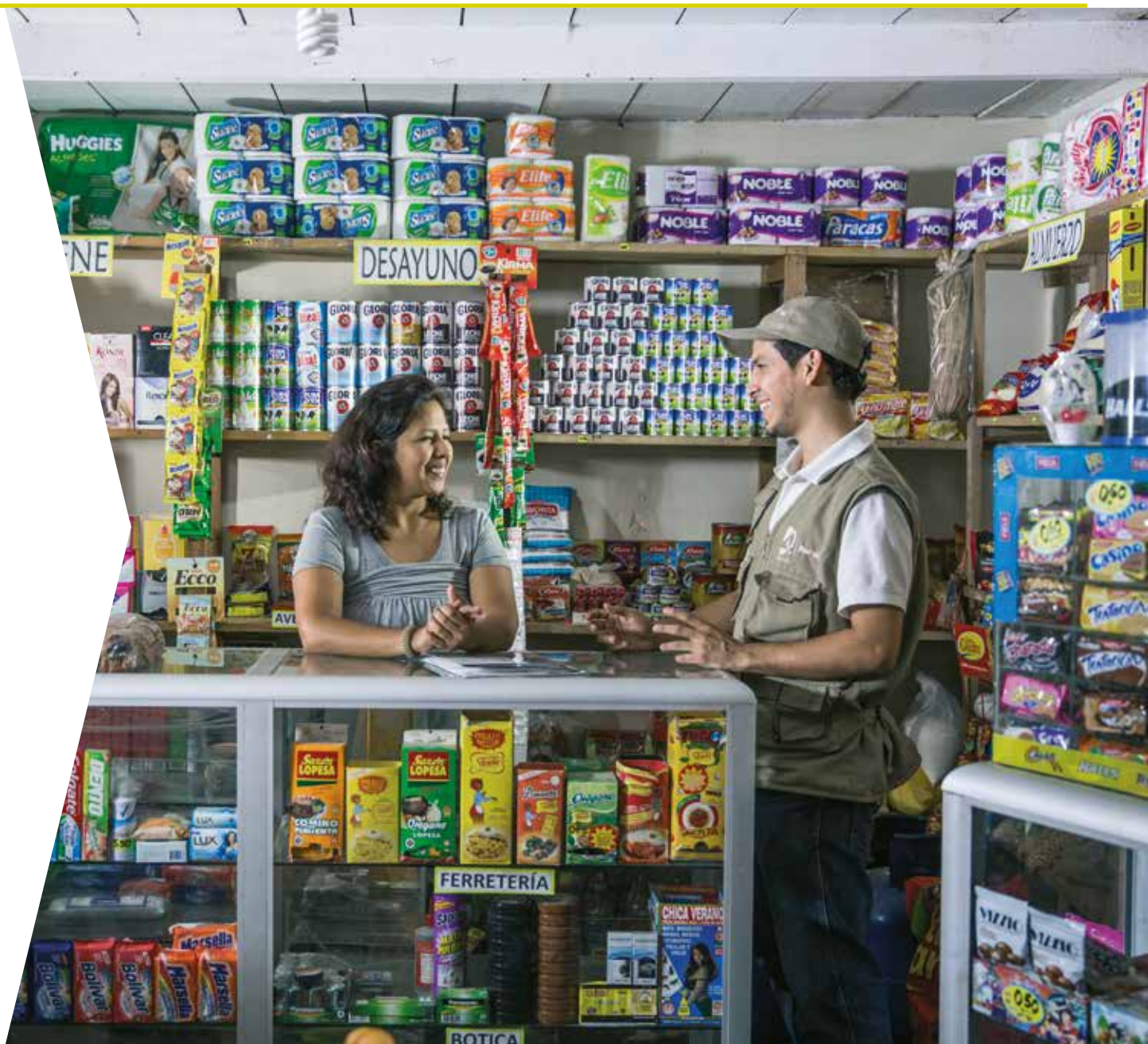


Photo: SABMiller. 4e Tenderos Programme. Read more in the Companies Examples Section.

“The world’s challenges are our challenges. As a local brewer, local issues are our issues. Our chosen business imperatives are ‘shared’ because we can only tackle joint risks in partnership with those who also face them.”

ALAN CLARK
CEO, SABMILLER

3. BENEFITS TO BUSINESS OF ENGAGING IN THE SDGS

At the same time, business has deepened its understanding of the case for engaging in development.

A shared imperative

The majority of companies benefit from operating in healthy, thriving societies, with effective infrastructure, good governance and predictable policy environments. For many of these companies, sustainable management of natural resources such as water, energy, land and biodiversity is also key for their long-term growth.

New business innovations, whether they are new technologies, products, services or business models, very often face constraints within the wider ecosystem that are beyond the control of any single business. For example, lack of financial institutions and effective capital markets, or weak education and health systems, limit business growth and social development. There is an imperative for business to work with governments on tackling these systemic challenges.

BUSINESS PERSPECTIVE: **SABMiller**

SABMiller has identified five Shared Imperatives including accelerating growth and social development in their supply chains and securing shared water resources for their business and local communities. These imperatives are 'shared' because the business can only tackle joint risks in partnership with those who also face them. By working together with local communities, suppliers, governments, consumers and beyond, SABMiller can develop shared opportunities for the benefit of all.

Protecting the Business

Companies are looking at the material risks and costs posed by specific challenges such as reliability of raw material supply and developing strategies to manage these.

Businesses recognise that their employees, customers and wider stakeholders believe they have a legitimate and important role to play in tackling wider social, economic and environmental challenges.

Increasingly it is understood that business success and development success are not mutually exclusive.

Engaging in development challenges is an important way to build trust and reputation, stakeholder relationships, strategic market positioning and licence to operate.

For many, engaging is a strong fit with their corporate culture or leadership vision.

BUSINESS PERSPECTIVE: **H&M**

H&M, working with UNICEF, set up a programme with the state government in Tamil Nadu, India, to prevent parents from sending children to work in the cotton fields, to give victims of child labour access to education, and to educate the community on the importance of sending children to school. The programme put together an emergency team to extract children found to be in forced labour conditions.

Growing the Business

Finding solutions to the world's greatest challenges also represents some of the world's greatest business opportunities, such as providing low-income, previously underserved communities with access to affordable, quality products and services around health, education, water and sanitation, energy and finance.

New business models that create opportunities for low-income people as employees, suppliers and distributors can also offer companies ways to reach new markets and meet consumer demand profitably.

Embedding a commitment to finding solutions to SDG challenges at the heart of business strategy can also provide opportunities for competitive differentiation.

BUSINESS PERSPECTIVE:

Tongwei Group

Tongwei Group in China is bringing together agriculture and renewables to create innovative clean energy models and ensure access to affordable, reliable, sustainable and modern energy for all. Much of the research done within the company on new energy is also made available to third parties, including farmers, with the goal of translating scientific research into productivity.



Photo: Sahara Group. Read more in the Companies Examples Section.

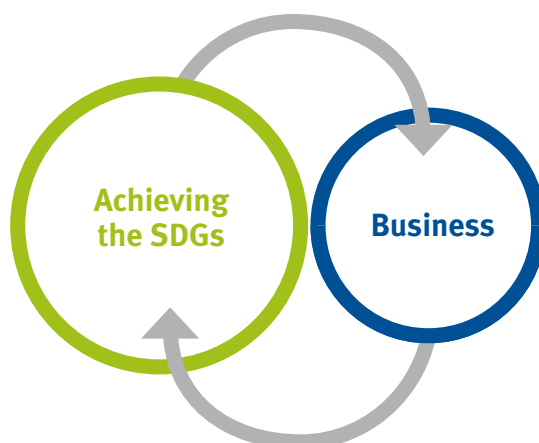
“The UN has the name, the influence, the capacity and the charisma to get large-scale projects done.”

TONYE COLE

EXECUTIVE DIRECTOR, THE SAHARA GROUP

A SHARED IMPERATIVE

Business, government and civil society have a shared imperative to achieve the SDGs, and all have an important role to play. There are a number of benefits of engaging business in this collective effort, and benefits to business from getting engaged.



Benefits of Engaging Business in the SDGs

- 1.** Harnessing business' core role in generating growth, productivity and jobs—all core drivers for progress.
- 2.** Accessing private sector innovation around technologies, products, services, processes and business models.
- 3.** Creating opportunities to achieve scale by harnessing businesses' knowledge of designing business models to meet specific customer needs in a scalable way.
- 4.** Leveraging public sector and aid investments with corporate philanthropic, social or commercial investment.
- 5.** Accessing complementary know-how and skills.
- 6.** Building alliances to promote responsible social and environmental good practices, as well as spreading broader values and norms such as protecting and respecting human rights, promoting good governance and accountability, and increasing inclusion and equality.

Benefits to Business of Engaging in the SDGs

- 1.** Securing the long-term success of business by improving the broader enabling environment and ecosystems in which business operates.
- 2.** Identifying and managing material risks and costs.
- 3.** Building reputation, strategic market positioning and safeguarding a licence to operate.
- 4.** Strengthening relationships with employees, customers and other stakeholders.
- 5.** Creating or accessing new markets. Technology, product, service and business model innovation that contributes to the SDGs also offers opportunities to reach new growth markets and strengthen competitiveness.
- 6.** Aligning business action with the vision of the company's leadership and expectations of its employees, customers or clients.

Section II

The Framework for Action

CONTENTS

1. Introducing the Framework for Action	16
2. Illustrating the Framework: Company Examples	20
3. Key Challenges and Lessons	26

1. INTRODUCING THE FRAMEWORK FOR ACTION

A great deal has been learnt about how best to engage business in support of development outcomes. It is widely accepted that responsible business practices with respect to human rights, the environment, social impact and corporate governance are a minimum condition. At the same time, there are untapped opportunities for creating business benefits and competitive advantage as well as development impact.

There are numerous voluntary standards, codes and principles that underpin and continuously help enhance businesses' contributions to sustainable development. These range from global frameworks such as the UN Global Compact and the UN Guiding Principles on Business and Human Rights to industry- and sector- specific standards.

At the same time, the discussion has evolved beyond a "do no harm" focus. Supported by a growing wealth of research and case study evidence, we are deepening our understanding of the opportunities that engaging business can bring for development. Attention is shifting to how we can multiply the positive impacts that business can have through the profitable and innovative performance of its core business, its strategic philanthropic programmes and its engagement in policy advocacy.

This section sets out a framework that we have developed to inform how to engage business as a partner in development. This framework is based on two key dimensions that have emerged from company interviews and broader research:

- the extent to which any initiative is **commercially driven** and
- the extent to which an initiative **engages others outside the business**.

Consider first the **extent to which any initiative is commercially driven**.

Businesses can make a very direct impact on the SDGs through their social investment and philanthropic activities: their cash or in-kind contributions, such as employee volunteering or product donations. However, it is now recognised that the primary contribution business can make is through its core business activities: through goods, services and business models that enhance people's lives, direct and indirect job creation, investment and tax revenues.

A focus on core business shifts the emphasis from limited community budgets to core/cross-functional corporate investments in support of strategic innovation. A greater alignment with core business creates greater opportunities for scale and long-term sustainability.

By adopting sustainable and/or "inclusive" business models, a growing number of companies are further enhancing their core business impacts, widening opportunities for low-income people as suppliers, distributors, customers or employees, and/or promoting environmental sustainability.

Even in the case of philanthropy, more hybrid models are emerging where initiatives are being more closely aligned to core business to increase the scope for scale and sustainability. In some cases, companies' philanthropic resources are being used as social venture capital to test inclusive business models or to fund initiatives that have lower returns or longer payback periods than traditional commercial investment criteria typically require. As another example, some companies may specifically focus their social investment on increasing consumers' awareness and skills around digital and financial literacy to build future markets for IT or banking services.

The world's development challenges also represent opportunities for bold business innovation and the creation of financially self-sustaining and scalable solutions by a diverse set of entrepreneurs and businesses.

UN Guiding Principles on Business and Human Rights

The UN Guiding Principles, proposed by the then-UN Special Representative on Business and Human Rights, John Ruggie, and endorsed by the UN Human Rights Council in June 2011, are based on three pillars: the state duty to protect against human rights abuses by third parties, including business; the corporate responsibility to respect human rights; and greater access by victims to effective remedy, both judicial and non-judicial. The Principles act as a guide for business on human rights, and are a foundation stone for business' contribution to sustainable development. *For more information, visit <http://business-humanrights.org/en/un-guiding-principles>*

The other key dimension that has become apparent from analysing trends in business engagement is the **extent to which an initiative engages others outside the business**.

It is increasingly common for companies to work in partnership with others to develop innovations and initiatives with development impact. For example, food and beverage companies working with civil society organisations to strengthen the productivity of smallholder farmer suppliers and to aggregate their crops for sale to the company's processing facility or banks working with local village savings and loans groups to support the extension of financial services to rural communities.

Business-to-business partnerships are a particularly interesting trend. For example, an agribusiness company working with a bank and an information technology company to improve financial inclusion for small enterprises in its value chain or healthcare and logistics companies that partner with each other to strengthen health systems.

Business can play an important role engaging with governments in national and international public policy dialogues to support SDG priorities, such as gender equality, employment, accountable and inclusive institutions, and tackling climate change; or more broadly in support of an enabling environment for enterprise and investment. Through its consumer knowledge and reach, business can also help governments raise awareness and promote action by consumers and citizens around key sustainability issues.

We are also seeing more ambitious, purpose-driven platform coalitions that are seeking to bring about systemic change at the sector and/or regional level. The following are a small sample of the growing number of coalitions:

Agriculture	<ul style="list-style-type: none"> • New Vision for Agriculture (Grow Africa and Grow Asia) • Sustainable Agriculture Initiative
Education	<ul style="list-style-type: none"> • Global Partnership for Education • Global Business Coalition for Education
Health	<ul style="list-style-type: none"> • Gavi, The Vaccine Alliance • The Global Fund to Fight AIDS, Tuberculosis and Malaria • Scaling Up Nutrition Business Network • Every Woman, Every Child
Governance	<ul style="list-style-type: none"> • Extractive Industries Transparency Initiative • Transparency International Integrity Pacts
Infrastructure	<ul style="list-style-type: none"> • Sustainable Energy for All • Sustainable Development Investment Partnership (launched at the Third International Conference on Financing for Development in Addis Ababa)
Climate Change	<ul style="list-style-type: none"> • "We Mean Business" Coalition • Global Investor Coalition on Climate Change

It is clear that achieving the SDGs will require far more than point solutions designed to address specific issues without taking other, related challenges into account. To deliver dramatically improved outcomes on a sustainable basis at scale, entire systems must change. This complexity together with the sheer scale and ambition of the SDGs mean that multi-stakeholder partnerships will be needed to align agendas, mobilise resources and ensure shared accountability.

HOW TO USE THE FRAMEWORK

These two dimensions—the extent to which any initiative is commercially driven and the extent to which an initiative engages others outside the business—provide a useful framework to think about the various ways in which businesses are engaging in development.

The framework can be useful in analysing existing business initiatives in terms of the diversity, drivers and trends in how companies are engaging in sustainable development.

Some example questions are included here.



Alignment with core business:

- Is the initiative primarily driven by philanthropic objectives, such as cash donations to community projects?
- Or is it driven by commercial objectives, such as selling products to new low-income market segments?
- Or is it a hybrid, such as using philanthropic capital to test new technologies, products, services or business models that create opportunities for low-income suppliers and/or consumers, or skills-based employee volunteering to link core competencies with development challenges?

Engagement with external partners:

- Is the initiative focused on the individual company and developed, financed and delivered internally within the business?
- Or does some element of development, finance or delivery of the company's initiative involve an external partnership with government, a civil society organisation or a peer company?
- Or does the initiative involve a multi-stakeholder collaboration to tackle a wider sector, national or international system-level issue?

Initiatives can be plotted on a matrix so, for example, a commercial value-chain project delivered with an NGO would appear at Point 1 in the diagram (left), while a non-commercial, multi-stakeholder coalition to strengthen national health systems would appear at Point 2.

The framework can also help UN Staff or Member States to think strategically about new opportunities for engaging with the private sector.

Specifically, this framework can be used as a tool for understanding and aligning different expectations and resources to design and implement initiatives that most effectively leverage what companies can bring.

Some example questions that emerge from the framework are listed here.

Alignment with core business:

- For a particular shared objective, how aligned should or can the initiatives be to a company's core business?
- Is there scope for the UN to explore partnerships that connect more closely with a company's core business?
- Where the UN is looking for philanthropic support, can it think more strategically about how this can be more closely aligned with a company's core business (or find a company for whom it is)? How can it leverage other core business competencies and assets beyond cash?
- What are the opportunities to deploy innovative, blended financing mechanisms? For example, can UN or donor funds be used to catalyse a market-driven solution or new business model that is targeted directly at serving low-income producers, workers or consumers, but would not happen without some initial catalytic funding or patient capital? What are the opportunities to provide grant funding to help build the capacity of low-income producers, workers and consumers, and their ability to aggregate where needed?

Engagement with external partners:

- How much collaboration is needed to achieve a particular objective?
- Can the UN facilitate the creation of the necessary partnerships? Can it serve as a proactive broker or matchmaker, bringing companies together with relevant UN agencies, funds and programmes or with other development partners? Can the UN play a more active role in helping to build the capacity of domestic companies, non-governmental organisations and community-based organisations to engage and partner on a more equal footing with their international counterparts and governments?
- Can the UN play a role in starting up purpose-driven platforms that aim to achieve more systemic change? For example, can it convene competitors in the same industry sector to come together on a pre-competitive basis to tackle systemic challenges such as low education quality, weak health systems, lack of coordinated extension services for smallholder farmers, the need to tackle water scarcity at a watershed or landscape level, or opportunities to build shared infrastructure?
- Can the UN play a proactive role in engaging governments to improve the broader enabling environment for market driven solutions to development.

2. ILLUSTRATING THE FRAMEWORK: COMPANY EXAMPLES

To illustrate this framework, we asked the 13 members of the SDG Fund's PSAG to share examples. These are profiled in the Company Examples Section of this report (available at <http://www.sdgfund.org/business-and-un>) and summarised over the next couple of pages. It is possible to place the company examples indicatively in the framework. Of the 26 examples profiled, eight could broadly be characterised as commercial and three as more traditionally philanthropic. The majority, 15, could be seen as a hybrid between the two: aligning philanthropic resources with core business operations or competencies. Most have some element of partnership with external organisations, with a number engaging wider platforms to drive systemic change.



COMMERCIAL

Initiatives related to a company's core business, including innovation around products, services or business models that generate positive sustainable development impacts.

KEY SDGS

1 Tongwei Providing Clean Energy: Tongwei's quickly growing and profitable core business activity is in responsible agriculture and new energy. The company has been considering making investments in polycrystalline silicon technology and the solar photovoltaic industry.



2 SABMiller Local Enterprise Agriculture Programme: the programme develops beer from sorghum sourced locally from smallholder farmers in Uganda. Working with the Government, the programme is improving local livelihoods and creating new market opportunities for farmers and SABMiller.



3 SABMiller 4e Camino al Progreso Programme: working with IDB and FUNDES, the programme provides capacity building to small local retailers. 4e helps small-scale retailers to grow their businesses, provide better standards of living for their families and play leadership roles in their communities.



4 H&M Capacity Building in the Fashion Supply Chain: working with the UN and ILO, H&M is helping build well-functioning industrial relations at the factory, industry and national level through capacity building for governments, suppliers and suppliers' employees in Cambodia (soon Myanmar and Ethiopia).



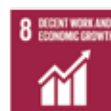
5 Ebro Foods Rice Crop Sustainability Programme: through its subsidiary, Herba Ricemills, and in collaboration with the Government of Andalusia, Ebro is building and sharing scientific expertise on environmentally sustainable agricultural practices, including on water, greenhouse gases and biodiversity.



6 Organización Ardila Lülle Developing the Fruit Industry in Colombia: Postobón, one of the conglomerate's members, has formed an alliance to address issues in the ailing fruit market including uncertainty for farmers on when they can sell their harvest, price volatility and low productivity.



7 Sahara Group Employee Engagement Programme: Sahara Group invests in capacity building for the local communities in which it works, providing better outcomes on employee productivity and absenteeism. The programme has helped Sahara hire more locals in the communities in which they work.



8 EY Consulting in Climate Change and Sustainability: EY's Climate Change and Sustainability Services works with organisations on embedding a sustainable approach into core business activities to create long-term shareholder value.



More detailed summaries of these company examples are available at <http://www.sdgfund.org/business-and-un>

ILLUSTRATING THE FRAMEWORK: COMPANY EXAMPLES (CONTINUED)

PHILANTHROPIC

Initiatives that involve the contribution of money, employee time and products or services in-kind that are not expected to generate commercial returns. Community social investment can be a powerful way for a company to contribute to local sustainable development goals.

KEY SDGS

9 Ferrovia Stronger Together: employees donate a portion of their salary to a social project and these funds are matched by Ferrovia. To date, over one million Euros has been donated to 18 projects in the areas of international development, community action in Spain and environmental conservation.



10 Sahara Group Information Sharing Partnership with Government: the company engages in feedback workshops with the Nigerian Government to build their understanding of local community needs. Working with Government helps ensure it contributes to initiatives that enhance sustainable development.



11 Tongwei Philanthropic Programmes with Government: Tongwei engages in a range of activities. It has partnered with the Chinese Government to give donations in response to natural disasters such as earthquakes. It provides free power generation stations for students in Western China and Tibet.



More detailed summaries of these company examples are available at <http://www.sdgfund.org/business-and-un>



“We are working towards a better future for disadvantaged people in a responsible and sustainable way. We promote the economic and social development of societies in which we operate.”

**JAVIER
M. FLORES
MORENO**

CEO, BBVA MICROFINANCE FOUNDATION

HYBRID

Initiatives that align philanthropic capital with core business operations or competencies. This might involve better leveraging the wider skills and assets of a company, beyond cash. In some cases, philanthropy is being used to strengthen future markets or as social venture capital to kick-start new business models.

KEY SDGS

12 Microsoft Project Badiliko: to increase digital literacy in Sub-Saharan Africa, this project, in partnership with the British Council, has built 100 digital hubs, which include teacher training and content, in schools. Badiliko introduces ICT as a new way for teachers to teach and students to learn.



13 H&M Child Labour Prevention: H&M made a philanthropic donation to UNICEF who set up a programme with the state government in Tamil Nadu, India, to prevent parents from sending children to work in the cotton fields, to give victims of child labour access to education and to educate the community.



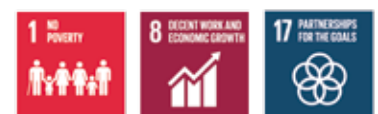
14 Ebro Foods Sustainable Agriculture Initiative: in 2015, Ebro Foods joined the Sustainable Agriculture Initiative, a multi-company platform aiming to redesign the whole food value chain to be more sustainable. Ebro Foods has focused on the rice value chain and is engaging local governments on specific projects.



15 Grupo Nutresa Healthy Lifestyles in Public Schools: Grupo Nutresa works with partners, including the UN World Food Program and UNICEF, in Colombia, Chile and Mexico to promote healthy lifestyles and identify areas of improvement on this subject in the public education system.



16 Grupo Nutresa Fostering Cocoa Practices: Grupo Nutresa works with partners to grow the domestic cocoa market in Colombia through capacity building for smallholder farmers and increasing the quality of products. The programme covers business management, quality and productivity.



17 BBVA Microfinance Foundation Institutions in Latin America: BBVA Microfinance Foundation is the largest shareholder in its group of microfinance institutions, across which it follows a similar strategy: all are united behind the mission statement and model of Responsible Finance for productive activities.



18 BBVA Microfinance Foundation Microfinance Sector Development: as part of its efforts to strengthen the microfinance sector, the Foundation has created a standard corporate governance code and guide available for free online. With partners, it organises training for microfinance professionals in Latin America.



19 EY Enterprise Growth Services (EGS): EY created EGS to support social entrepreneurs in low-income countries who are using the power of the market to innovate paths out of problems as diverse as job creation, social inequality and lack of access to life-enhancing services like health, education and energy.



More detailed summaries of these company examples are available at

<http://www.sdgfund.org/business-and-un>

ILLUSTRATING THE FRAMEWORK: COMPANY EXAMPLES (CONTINUED)

KEY SDGS

20 Ferrovial Social Infrastructure Programme: Ferrovial collaborates with development organisations and NGOs, with employees participating as volunteers to providing know-how and advice, drawing on Ferrovial's experience in delivering water and sanitation and other basic infrastructure in Africa.



21 Microsoft Real Impact for a Better Tomorrow: as part of a shared vision to include refugees in the global technology movement and support ICT education in challenging environments, UNHCR, Microsoft employees and other partners developed a mobile, streamlined registration system for refugee camps.



22 PVBLIC "Media for Social Impact": PVBLIC and UNOP convened the annual Media for Social Impact Summit on how to brand and implement a global SDG campaign. Over 170 commitments were made by media companies which PVBLIC is implementing with UNEP, UNCTAD and other UN agencies.



23 PVBLIC Campaign Against Sexual Abuse: PVBLIC Foundation and the White House launched a campaign in the USA to raise awareness about sexual assault on college campuses. With the White House's strong brand, PVBLIC convened the private sector, colleges, Universities and media partners around the issue.



24 Organización Ardila Lülle National Short Story Competition: member company RCN, a radio and television network, partnered with the Ministry of Education in Colombia to improve literacy skills for children by encouraging them to write and share stories, and through a teacher training programme.



25 Fundación SERES Shared Value Campus: Fundación SERES has developed an initiative to help companies adopt shared value models. In addition to the SERES Campus, the Foundation benchmarks and exchanges experiences, and communicates its own work and that of its member companies.



26 Fundación SERES Measuring Impact Tools: SERES has developed a key strategy on shared value impact measurement for companies based on three pillars: internal measurement (csr²), external measurement (social impact tool), and aggregated results measurement.



More detailed summaries of these company examples are available at

<http://www.sdgfund.org/business-and-un>

GOOD PRACTICE LESSONS FROM THE COMPANY EXAMPLES

1

All types of intervention, including commercial, philanthropic and hybrid, have a role to play depending on the company, issue and circumstance. There is great diversity in how businesses are engaging: most leading companies use different combinations of interventions at the same time.

For example: Greater sales of solar panels by Tongwei in China benefit the company and the environment. At the same time, Tongwei has extensive philanthropic partnerships with government to respond to disasters and build infrastructure.

Sahara Group invests in capacity building for the local communities in which it works, providing better outcomes on employee productivity and absenteeism.

2

Companies are beginning to use their philanthropic resources more strategically to develop hybrid innovations that leverage their business skills and competencies or that help build future markets.

For example: Microsoft estimates that its next billion customers will come from emerging and developing markets, and that drives its case for investing in the digital literacy of those future customers.

Ferrovial put into place an employee volunteer programme for social

infrastructure projects in partnership with NGOs, drawing on the company's experience in delivering water and sanitation and other infrastructure.

PUBLIC Foundation is using its media skills to scale up a campaign to raise awareness about sexual assault on college campuses.

3

Although philanthropy and hybrids remain important, there is a clear trend towards companies directly aligning their initiatives with their core business.

For example: SABMiller's Uganda subsidiary has brought very significant benefits to small farmers through local sourcing while making its local business the number one brewer in the market.

Postobón, one of the Organización Ardila Lülle's members, has formed an alliance to address issues in the ailing fruit market including uncertainty for farmers on when they can sell their harvest, price volatility and low productivity.

For EY, helping clients find more socially and environmentally sustainable practices represents a core consulting opportunity.

4

There is an emergence of multi-stakeholder platforms designed to tackle system-level issues.

For example: Ebro Foods is working with the government of Andalusia in Spain on a rice crop sustainability programme and also engages in policy advocacy at the EU level to promote better understanding of safe agricultural practices.

H&M is working with the ILO on industrial capacity building on factory, industry and national levels for the fashion supply chain in Cambodia.

Grupo Nutresa has contributed directly to a country-level nutrition programme along with the Ministry of Education and UN partners.

5

The leading companies are developing targeted metrics and institutional structures for measurement and accountability

For example: Fundación SERES promotes measurement tools for companies to evaluate the impact of their shared value activities internally, externally and from an added value perspective. They share aggregated results from their companies.

The BBVA Foundation publishes "Measuring What Really Matters", an annual development report that includes dynamic multidimensional poverty measurement. It contributes to the discussion on social impact measurement in microfinance.

3. KEY CHALLENGES AND LESSONS

Feedback from the PSAG companies suggests that a number of real and perceived barriers need to be addressed in order for the UN to engage business effectively in the SDGs.

1

Build mutual understanding and trust.

More work is needed to build mutual understanding and trust between the UN and business in terms of what each party can most effectively contribute to development, the different languages, timelines and incentives that each operates under, and the types of concerns and constraints that need to be overcome. For those companies that have engaged directly with the UN and the wider donor community, the experience has sometimes been mixed.

In some cases, the emphasis has tended to be placed on seeing business as a source of monetary contribution to an initiative. Businesses feel that this misses the greatest contribution they can make: creating benefits through their core business for consumers, employees, suppliers and distributors. Even where the focus is more tightly on a philanthropic programme, businesses' expertise and in-kind resources are often not sufficiently valued.

In other cases, there is a sense that some parts of the development community remain hostile to the idea of engaging business or market-based solutions or focus on controlling or preventing risks of negative impacts rather than on searching out new opportunities for co-creation and innovation.

Those within the UN already engaging with business have an important task in helping an entire range of actors understand the role that the private sector can play in meeting the objectives of sustainable development.

Business Perspective: **MICROSOFT**

"We would find it extremely exciting to see the UN understand and leverage the in-kind value that private sector companies can bring to a partnership. The use of expertise in a certain area such as technology, a trusted brand, staff, and much more can add tens of millions of dollars in value to a partnership—an amount that few companies would be able to donate in cash. Whether through core business or CSR, the UN can leverage private sector in-kind value and match it through partnership and matching capabilities."

2

Align SDGs to specific company core competencies and interests.

The SDGs (and wider development agenda) feel remote and complex to most businesses. Global-level goals feel beyond the scope and influence of any one company.

This is despite the fact that businesses are likely to be having a significant impact on the SDGs through their core business activities, philanthropic donations and/or policy engagement.

This is partly a language barrier between the development community and business. Development jargon can feel remote to those in business.

The SDGs need to be effectively branded so that they are relatable to everyone and can motivate action; helping companies around the world understand how they can play their part in delivering the global agenda.

Business Perspective: **EBRO FOODS**

"We would like to see clearer and greater levels of communication from the UN. Right now, the UN feels like a distant and massive organisation. It is difficult to know what the UN is doing and what opportunities for partnerships exist. Having a specific UN representative to engage with, who can explain the possibilities for collaboration, can make the UN seem much closer and more accessible, and help build mutual understanding."



“When both partners do what they are very good at greater impact is achieved. Neither partner could have obtained such results on their own.”

CARLOS JULIO ARDILA
CEO, ORGANIZACIÓN ARDILA Lülle

Photo: Organización Ardila Lülle, MEN National Short Story Competition. Read more in the Companies Examples Section.

3

Make it easier to navigate the UN system.

For those businesses that want to partner with the UN, sometimes it is not clear how to go about this practically. The UN system (and wider development community) can feel remote, complex and inaccessible, especially for smaller companies. There is no clear entry point for businesses. It is not well defined how companies can work with the UN and there is still quite a high level of process and bureaucracy.

This is further complicated by the fact that different UN agencies tend to have different positions on which companies or sectors to work with or otherwise. There appears to be no one transparent, consistent and objective set of criteria for engagement. One company may have an active engagement with one part of the UN, only to find out that another will not work with it. Similarly, a company may have a widely established track

record in creating positive development impacts but then find a particular team not wanting to work with their sector.

Where companies are invited into the process, this is often done after priorities and projects have already been identified and often with the purpose of raising finance for existing ideas. Engaging business earlier in the process to co-create ideas or to support ideas initiated by companies would be more effective.

More needs to be done to connect companies into UN processes transparently, more effectively and earlier in the innovation process as a wider effort to build mutual trust.

At the same time, businesses see a lot of potential value in engaging with the UN (see page 29). The UN is viewed as being a neutral, trusted and influential facilitator of alliances, bringing together complementary actors, including non-traditional players. The UN can help identify partners and strengthen the relationships and networks needed to design, deliver and scale their initiatives.

4

Invest time in building genuine partnerships.

It is now well established that the SDGs will only be achieved if all development actors, government, civil society and the private sector work together in effective partnerships. This can allow partners to share information, pool scarce or complementary assets and resources, access new sources of innovation, create economies of scale and enhance the legitimacy of their own individual activities.

Building effective partnerships is complex and requires very unique skills. Successful partnerships often have any, several or all of the following characteristics and often employ an independent broker or intermediary organisation to ensure (among other things) that these are in place.

- **Equity between all partners:** All partners, whatever their power or influence, have an equal stake and voice in the process. Each partner values and respects the contribution that every other partner has the potential to bring.
- **Clear focus of partnership outcome:** There is a clear purpose and shared objectives enabling the partnership to achieve what it set out to do. Measurable development outcomes (such as the SDGs) are achieved and recognised.
- **Mutual benefit for all partners:** All partners contribute (in some way) to the partnership and all partners expect some benefit from it. The partnership is underpinned by combining resources and sharing risks and rewards.
- **Transparency and trust between partners:** Openness and honesty are pre-conditions of trust and, without trust, the partnership will eventually breakdown. Regular communication among partners is key.

- **Competence of all partners:** There are defined roles and responsibilities that reflect the specific capabilities and strengths of each partner, reflected in a Memorandum of Understanding. There are clear expectations around ways of working and timeframes for delivery. The partnership is sustainable and self-managed either through continued engagement of the partners or through a self-sustaining mechanism to replace the original partners.

Business Perspective: SABMiller

“We would recommend that in order to make it efficient and effective to work with the UN, the priority for partnership should be agreeing clear shared objectives and how to genuinely utilise shared resources beyond money.”

5

Learn from experience and develop metrics to measure impact.

A challenge is that the accumulated experience of working with the private sector is not always effectively disseminated and integrated into new practice.

There is a lack of information on previous UN-private sector collaborations and lessons are not codified for practitioners. There is also insufficient sharing of experience between businesses around overcoming shared challenges.

In addition to sharing knowledge among practitioners in the development community, more needs to be done to support those individuals within companies who are trying to develop business ideas with a positive social and/or environmental impact.

A specific emphasis should be placed on developing a measuring and reporting mechanism to show how companies are contributing to the SDGs (see box on page 30).

A consistent set of key performance indicators (KPIs) for development impact is needed that is also relevant from a business perspective. Many metrics used by the UN and the wider development community are not in line with what companies measure: both partners must be sure that the metrics really make sense for them.

There would be value in finding ways to ensure KPIs of all the partners are well aligned enough to be comparable, but being pragmatic that there will be some definitional and reporting differences.

Business Perspective:
ORGANIZACIÓN ARDILA LÜLLE

“The UN and SDG Fund in particular could help companies like ours learn from other companies’ mistakes and successes, most importantly in managing UN-private sector partnerships. Frequently, you find private companies addressing the same social issues in the same communities, with little communication or coordination between them.”

BUSINESS PERCEPTIONS OF THE VALUE OF ENGAGING WITH THE UN

What does the UN bring to a partnership from the perspective of the private sector? Interviews with the SDG Fund’s PSAG highlighted a number of perceived benefits. For the UN, it would be useful to reflect on the extent to which these expectations are being met or, if any are unrealistic, how business’ expectations can be better managed.

MAPPING THE AGENDA

The UN is a powerful signalling body for what is on the global development agenda.

The UN can help companies navigate trends in sustainable development, think from a global perspective and identify opportunities to act at the country-level.

The UN is a global player with international experience and ability to scale.

The UN can reach a wide number of people and identify how issues vary in different countries.

CONVENING THE ACTORS

The UN is a neutral brand with significant influence.

The UN facilitates alliances through a unique ability to bring together complementary actors across sectors.

The UN provides a legitimacy which the private sector may lack to interact with national and local government and other authorities.

The UN lends legitimacy to projects as companies are often perceived to be focused on their own interests.

SHAPING THE ECOSYSTEM

The UN is a valuable partner in facilitating communication with governments and the public sector.

The UN can assist in developing infrastructure, effective policy frameworks or supporting skills development in communities.

The UN can help catalyse collective action and advocacy to tackle a range of ecosystem constraints that can block success and scale, ranging from weak infrastructure to the wider policy environment.

MEASURING IMPACT

Peter Drucker's famous quote, "What gets measured gets managed", is at the heart of effectively engaging business in development and the associated targets set up to track progress.

For business, there is a significant challenge when addressing the social and environmental impact of their activities. While sophisticated systems are in place for measuring and tracking business outcomes, the ability to measure associated development outcomes (positive and negative) are not "core" business functions.

There are also some structural challenges for businesses to implement such measurements which include:

- Identifying the few high-priority issues which the business will address
- Measuring development outcomes for very large populations of people affected
- Reconciling the fact that business value accrues on a very different timeline than social and environmental value
- Determining a company's attribution when many partners are involved

There is much published material addressing these issues including by the World Business Council for Sustainable Development (WBCSD) who have synthesised the challenges, experiences and insights of its member companies. They

have profiled 10 tools designed for business but recognise that best practice needs to evolve further if companies are to be able to measure impact for impact management, as distinct from reporting after the event (<http://snipbfp.org/1Z1youj>).

Likewise, research by Business Fights Poverty and others has identified different approaches which companies use for measuring social impact: methodologies and tools used to assess impact (one-off), as compared to those used to track and manage impact (ongoing) to minimise negative impacts and maximise the positive (<http://impact.businessfightspoverty.org>).

Michael Porter and his colleagues at FSG produced an important article on measuring shared value, following the insight that measurement is a key driver of shared value adoption (<http://snipbfp.org/1PYNmJS>).

In addition to these examples, numerous initiatives are underway to develop management and evaluation tools for companies interested in supporting the SDGs and for the development partners wanting to engage with them.

The UN Global Compact, Global Reporting Initiative and WBCSD have released a comprehensive framework called the SDG COMPASS to bring together many of these options into one place (www.sdgcompass.org).

"Measurement is key. As long as things are not measured, companies do not take them into consideration. Show companies that the resources they're putting in match both financial and social impact outcomes."

ANA SAINZ

CHIEF EXECUTIVE OFFICER, FUNDACIÓN SERES

Section III

The Agenda for Action

CONTENTS

1. Overview of the Agenda for Action	32
2. Agenda for Action: INSPIRE	34
3. Agenda for Action: CONNECT	35
4. Agenda for Action: EQUIP	36

1. OVERVIEW OF THE AGENDA FOR ACTION

This section sets out a business perspective on how the UN can more effectively engage with business in support of the SDGs.

Over the following pages we outline three sets of practical next step actions, based on recommendations from the SDG Fund's PSAG and our own experience of working with a range of other businesses.



INSPIRE

Actions to motivate and mobilise business, UN staff and Member States around specific strategic SDG engagement opportunities, especially at the country level.

The UN has an important role to play in making the SDGs meaningful for business, both in terms of why it matters and how business can be an equal partner in their achievement.

It needs to engage in specific outreach to inspire businesses and their employees.

The UN also needs to engage internally and with Member States around the case for partnering with business.



CONNECT

Actions to simplify and facilitate the process of business engagement with UN agencies and other delivery partners, especially at the country level.

Aside from motivating companies to engage, the UN needs to make the process of engagement simpler and help strengthen mutual trust, helping to ensure the UN system can respond to and help facilitate innovation and ideas.

To a large extent, this is about strengthening the country-level processes for engaging business to co-create solutions that support specific SDGs and to tackle some of the wider systemic barriers to success.



EQUIP

Actions to build and share knowledge and skills for business engagement, including partnering and measuring impact, and to explore co-investment models.

Just as important is the need to build the skills required for partnerships to succeed. The UN can play an important role in helping share good practice and facilitating peer-to-peer learning.

The UN can also play an important role in advancing thinking on how to strengthen measurement and evaluation to ensure we can track progress towards the achievement of the SDGs.



“Eradicating poverty in the world is a wonderful but massive goal that companies feel is too vague and out of reach. Key to engagement is breaking down objectives into concrete steps, into bite-size pieces.”

BLANCA HERNANDEZ RODRIGUEZ
CHAIRPERSON, EBRO FOUNDATION



Inspire

Actions to motivate and mobilise business, UN staff and Member States around specific strategic SDG engagement opportunities, especially at the country level.

Connect

Actions to simplify and facilitate the process of business engagement with UN agencies and other delivery partners, especially at the country level.

Equip

Actions to build and share knowledge and skills for business engagement, including partnering and measuring impact, and to explore co-investment models.

2. AGENDA FOR ACTION: INSPIRE

Actions to motivate and mobilise business, UN staff and Member States around specific strategic SDG engagement opportunities, especially at the country level.



1

ENERGISE BUSINESS AROUND SPECIFIC SDGS

Energise business around the SDGs, by articulating in clear business language the relevance of specific goals to specific companies.

Work with the SDG Fund's PSAG and other businesses to identify specific areas of mutual and material interest, particularly at the country level, with the aim of identifying specific opportunities for engagement with specific companies.

By focusing on one or two specific SDG goals or targets, it will help all companies and other partners to see how they can tangibly support the wider agenda.

An effective communications strategy should leverage the most appropriate online and face-to-face channels to reach a business audience.

Build on the Imperative for Action in this report to help companies and their employees make the case for business engagement in the SDGs. This might include providing data on key development challenges and the opportunities or risks for business.

Provide financial and technical support to individuals working within large companies who are developing commercial ideas that will contribute to the SDGs.

3

ENGAGE STRATEGICALLY WITH BUSINESS

Engage more strategically with companies around their core business processes, products, services, people and competencies.

Use the Framework for Action in this report to explore more strategic opportunities for engagement.

Look beyond a focus on philanthropic donations to identify opportunities that align more closely with a business' core business.

Where philanthropic support is being provided, look to leverage a company's skills and competencies.

Enlist business support to accelerate progress in SDG policy discussions.

5

BUILD THE CASE FOR ENGAGING WITH BUSINESS

Engage internally and with Member States around the case for partnering with business, including by showcasing successful examples.

Build on the Imperative for Action in this report to help encourage UN colleagues and Member States to engage with business as an equal partner.

Leverage relevant online and face-to-face channels to spread examples of good practice and lessons learned.

2

RAISE AWARENESS OF COUNTRY-LEVEL ENGAGEMENT OPPORTUNITIES

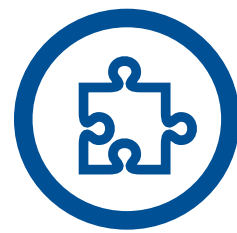
Strengthen awareness of practical opportunities for business to engage, through effective online and face-to-face communication.

Regularly communicate UN and national government sustainable development priorities and opportunities for engagement by sector and country.

4

SUPPORT THOSE TRYING TO BUILD THE BUSINESS CASE

Support companies and the individuals within them to build the business case for innovating commercial ideas that contribute to the SDGs.



3. AGENDA FOR ACTION: CONNECT

Actions to simplify and facilitate the process of business engagement with UN agencies and other delivery partners, especially at the country level.

1

CREATE A CLEAR ENTRY POINT FOR COUNTRY-LEVEL ENGAGEMENT

Simplify the process for two-way business engagement, including by giving a clear mandate to the UN Resident Coordinator's Office to facilitate co-creation of solutions at the country level.

The UN Resident Coordinator's Office can play an important role in reaching out to companies and encouraging their ideas and innovation.

Ensure the UN Resident Coordinator's Office has sufficient decision making authority to convene key partners.

More broadly, work to increase accessibility of the UN system and cut out excessive bureaucracy.

2

ENCOURAGE BUSINESSES TO INITIATE PARTNERSHIPS

Create a simpler process for companies to initiate a partnership with the UN system, particularly around specific topics and countries.

Be open to businesses initiating an approach to form a partnership and co-create a solution to a specific SDG-related challenge.

Clearly communicate how companies can initiate a partnership.

Convene practical, action-focused fora, particularly at the country level, for business to engage with the UN to identify specific opportunities for collaboration.

introducing companies to potential delivery or financial partners.

This may take the form of making bilateral introductions, maintaining a database of recommended partners or convening targeted multi-stakeholder meetings.

3

BRING CONSISTENCY TO THE DUE DILIGENCE PROCESS

Bring more consistency, transparency and pragmatism across the UN system to the process for selecting with which companies to work.

Revisit the current approach to deciding with which companies or sectors to work.

This should be based on an objective and pragmatic assessment of what a company or sector can contribute to the SDGs.

5

FACILITATE BUSINESS ENGAGEMENT IN SYSTEM-LEVEL PLATFORMS

Support business engagement in, and provide funding for, platforms to tackle system- or policy-level constraints and facilitate collaboration to deliver the SDGs.

The UN Resident Coordinator's Office is well positioned to help identify systemic-level issues, to advise on where platforms already exist to tackle them and where new platforms are needed.

The UN Resident Coordinator's Office can facilitate the engagement of businesses in these platforms.

The UN could help finance the start-up phase of purpose-driven, system-level platforms where new ones are needed.

4

HELP COMPANIES IDENTIFY DELIVERY PARTNERS

Assist businesses to identify in-country partners from government and civil society to help design and deliver specific initiatives that support the SDGs.

The UN Resident Coordinator's Office can also play an important role in

4. AGENDA FOR ACTION: EQUIP



Actions to build and share knowledge and skills for business engagement, including partnering and measuring impact, and to explore co-investment models.

1

SHARE GOOD PRACTICE INSIGHTS AND EXPERIENCE

Disseminate information on good-practice business engagement.

Systematically codify lessons from past examples of business engagement and disseminate this across relevant online and face-to-face platforms.

Make this a live and participatory process so that the lessons evolve over time and reflect new experiences and evidence of effectiveness.

2

SUPPORT PEER-TO-PEER PRACTITIONER LEARNING

Facilitate peer-to-peer learning and support on how business can contribute to the delivery of the SDGs, including through more indepth industry and/or SDG-specific guidelines.

Work with relevant organisations to scale up efforts to enable practitioners to share their own insights and learn from others.

Develop and support more indepth industry and/or SDG-specific guidelines, such as the SDG Matrix and the SDG Compass.

3

STRENGTHEN PARTNERING SKILLS WITHIN THE UN AND BUSINESS

Strengthen skills and share good practice in building effective partnerships, including face-to-face and online training.

Given the fundamental importance of partnership to delivering the SDGs, invest in scaling the delivery of partnership effectiveness training.

Offer modules via relevant online and face-to-face platforms.

4

STRENGTHEN THE IMPACT MEASUREMENT OF INITIATIVES

Help strengthen the mechanisms for measurement and evaluation, including identification of KPIs that are relevant for development and for business.

Work with companies to develop a consistent set of metrics to measure the development impact of business initiatives.

Fund longitudinal and sector-based studies to assess the impact of initiatives.

5

ENABLE STRATEGIC BUSINESS ENGAGEMENT IN UN SDG FUNDING

Open UN SDG funding to earlier and more strategic private sector participation to encourage business innovation and partnership around specific themes.

Engage the private sector more deeply in two respects. First, invite business to engage early on in the design of sector-specific programmes rather than approaching them as a source of funding for pre-determined, UN-generated projects.

Second, explore models of co-investment for development impact around mutual priorities where the Fund's and businesses' resources can be used to support complementary aspects of a programme.

“Convening the Private Sector Advisory Group was extremely helpful. It will be important to spread knowledge on the UN and companies’ potential roles in the SDGs in China and eastern countries, where an understanding of the UN’s goals is still limited.”

HANYUAN LIU

BOARD CHAIRMAN, TONGWEI GROUP



Photo: Organización Ardila Lülle. Read more in the Companies Examples Section.

“The UN should go beyond transferring information and strive to participate with the private sector in a range of projects that aim to have more structural and public policy changes; they are able to increase coverage and the scale of their projects through the validation of results on the road to a sustainable agenda. That is their strength and where real impact is made.”

CARLOS IGNACIO GALLEGO

CEO, GRUPO NUTRESA



Photo: Grupo Nutresa. Read more in the Companies Examples Section.

“The UN can help overcome challenges to success and scale by promoting policies and best practices that have shown proven success and results. It can also take the lead in measurement and evaluation of projects and the dissemination of best practices.”

**SERGIO FERNANDEZ
DE CORDOVA**

CO-FOUNDER, PVBLIC FOUNDATION

RECOMMENDED RESOURCES

Reports

Christina Gradl and Beth Jenkins (2011). **From Inclusive Business Models to Inclusive Business Ecosystems.** *CSR Initiative, Harvard Kennedy School.* Sets out strategies and structures for strengthening inclusive business ecosystems, looking at over 170 cases. <http://snipbfp.org/1h92uYm>

Jane Nelson, Beth Jenkins and Richard Gilbert (2015). **Business and the Sustainable Development Goals: Building Blocks for Success at Scale.** *Business Fights Poverty and Harvard Kennedy School's CSR Initiative.* Looks at critical enabling conditions that must be in place to align business incentives and capabilities in favour of success at scale. <http://snipbfp.org/1LO0kZZ>

Jane Nelson (2002). **Building Partnerships: Cooperation between the United Nations System and the Private Sector.** *United Nations and Prince of Wales International Business Leaders Forum.* Reviews the obstacles and opportunities of cooperation between the UN system and business, including over 150 examples. <http://snipbfp.org/1PdJPcL>

Jane Nelson (1996). **Business as Partners in Development: Creating Wealth for Countries, Companies, and Communities.** *United Nations, World Bank and Prince of Wales International Business Leaders Forum.* Sets out a framework for the role businesses can play as partners in development, through core business activities, philanthropy and engagement in policy dialogue. <http://snipbfp.org/1ORicXx>

Michael Porter, Greg Hills, Marc Pfitzer, Sonja Patscheke and Elizabeth Hawkins (2012). **Measuring Shared Value: How to Unlock Value by Linking Social and Business Results.** *FSG.* Illuminates how companies can use measurement to unlock additional value for their business and society. <http://snipbfp.org/1PYNmJS>

UN (2015). **The Addis Ababa Action Agenda of the Third International Conference on Financing for Development.** Sets out a global framework for financing the SDGs. <http://snipbfp.org/1LuoKJt>

UNDP (2009). **Creating Value for All: Strategies for Doing Business with the Poor.** Provides strategies to overcome common obstacles to providing business opportunities in low income communities. <http://snipbfp.org/1VzbqGQ>

UNDP (2004). **Unleashing Entrepreneurship: Making Business Work for the Poor.** Report by Commission on the Private Sector and Development. Makes recommendations to spur entrepreneurial ventures to serve and employ low-income people. <http://snipbfp.org/1M9X34Y>

UNIDO and UN Global Compact (2014). **Engaging with the Private Sector in the Post-2015 Agenda** Summary of consultations held in 20 countries throughout 2014. <http://snipbfp.org/1LrxAt7>

UN Global Compact LEAD Task Force on UN-Business Partnerships (2011). **Catalyzing Transformational Partnerships between the United Nations and Business.** Reviews the recent history of such partnerships,

and makes recommendations for enhancing their effectiveness and scale. <http://snipbfp.org/1jvyby7>

World Bank and other Multilateral Development Banks (2015). **From Billions to Trillions.** Outlines a vision by the development banks for supporting and financing achievement of the SDGs, including by mobilising private investment. <http://snipbfp.org/1k5yorl>

World Economic Forum, Harvard Kennedy School and Prince of Wales International Business Leaders Forum (2005). **Partnering for Success: Business Perspectives on Multistakeholder Partnerships.** Focuses on innovative partnership approaches between companies, government bodies and civil society organisations to address key development challenges. <http://snipbfp.org/1iX5lFX>

Books & Articles

Peter Diamandis (2015). **Bold: How to Go Big, Create Wealth and Impact the World.** Discusses how advancing technologies and bold entrepreneurs offer the potential to tackle major global challenges at scale. <http://diamandis.com/bold>

David Elkington (2008). **The Power of Unreasonable People.** Identifies unconventional entrepreneurs who are solving some of the world's most pressing economic, social and environmental problems. <http://snipbfp.org/1MTn3nP>

David Grayson (2014). **Social Intrapreneurism and All That Jazz.** Explores how highly creative social innovators are improvising alliances

across, as well as beyond, their companies to produce products and services for poor segments of society. <http://snipbfp.org/1MgXmg6>

David Grayson and Jane Nelson (2013). **Corporate Responsibility Coalitions: The past, present and future of alliances for sustainable capitalism.** Provides an overview of business-led coalitions at the global and national level or focused on a specific industry sector or issue dedicated to scaling up responsible business practices and development impact. <http://snipbfp.org/1OCk055>

Michael Porter and Mark Kramer (2011). **Creating Shared Value.** Harvard Business Review article arguing that companies need to redefine their purpose as creating “shared value”—generating economic value in a way that also produces value for society. <http://snipbfp.org/1L9hvCa>

C.K. Prahalad (2004) **Fortune at the Bottom of the Pyramid.** Explores the growing markets and entrepreneurial opportunities found among the billions at the base of the economic pyramid. <http://snipbfp.org/1OglHH9>

Erik Simanis and Duncan Duke (2014). **Profits at the Bottom of the Pyramid.** Harvard Business Review article examining why many multinationals’ projects to address social issues fail to make profit. It argues two key challenges are underestimated: changing consumers’ behaviour and changing the way products are made and delivered. <http://snipbfp.org/1KoWpIT>

Andy Wales, Matthew Gorman and Dunstan Hope (2010). **Big Business, Big Responsibilities: From Villains to Visionaries: How Companies are Tackling the World’s Greatest Challenges.** Shares how the world’s

best known brands are contributing to international development, not as philanthropy but as a core part of business strategy. <http://snipbfp.org/1hjG4od>

Toolkits

GRI, UN Global Compact and WBCSD (2015). **SDG Compass: The Guide for Business Action on the SDGs.** Explains the SDGs and how they affect business, outlining tools and knowledge to put sustainable ways of working at the core of business. <http://sdgcompass.org/>

Jane Nelson and Dave Prescott (2008). **Business and the Millennium Development Goals: A Framework for Action.** Provides a framework for how companies and business coalitions can work with the UN, governments and civil society to help achieve the MDGs. <http://snipbfp.org/1PdNIOR>

Seres (2012). **Impact Measurement Tools.** Enables companies to measure the value of social responsibility in their organisations to allow better targeting of activities and evaluation of results in socio-economic terms. <http://fundacionseres.org>

WBCSD (2008). **Measuring Socio-Economic Impact: A Guide for Business.** Helps companies understand their contribution to society in order to inform operational and investment decisions, and conversations with stakeholders. <http://snipbfp.org/1Z1youj>

UN Global Compact and Oxfam Poverty Footprint Tool: An assessment tool that takes a people-centered approach to look at business impacts (both positive and negative) on the multi-dimensional aspects of poverty. <http://snipbfp.org/1k5xDpm>

Websites

Business Call to Action: Launched by the UN in 2008, showcases commitments of member companies to advance core business activities that are inclusive of poor populations and contribute to the SDGs. <http://businesscalltoaction.org>

Business Fights Poverty: The world’s largest online practitioner community on business and international development sharing the latest peer-to-peer insights on harnessing business for social impact, including a dedicated zone on the SDGs. <http://businessfightspoverty.org>

Business for 2030: An initiative of the United States Council for International Business, showcasing business’ past and continuing contributions to sustainable development through the prism of the SDGs. <http://businessfor2030.org>

Global Business Alliance for Post-2015: Composed of major international private sector organisations, setting out private sector messages on the SDGs. <http://gbaforpost2015.org>

The Partnering Initiative: An independent non-profit dedicated to driving cross-sectoral collaboration for a sustainable future, providing training, tools and publications on how to build effective partnerships. <http://thepartneringinitiative.org/>

UN-Business Action Hub: A platform, developed by the UN Global Compact Global Hand and 20 UN agencies, to foster greater collaboration between business and the UN to advance UN objectives and the SDGs. <https://business.un.org>



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