



SIDA APRIL 2010

Business for Development

Programme for Sida's collaboration with business



Foreword

The private sector is the engine of innovation, investment and growth. Competitive markets are the most effective way of creating more and better jobs, higher incomes and prosperity, leading to empowerment and economic freedom. Sida aims at maximizing the private sector impact on development outcomes through:

- 1 Supporting private sector development (PSD) – working with partner country governments and other bi- and multilaterals and DFIs, to achieve efficient market systems, and create a conducive environment for private investment where business activity can flourish.
- 2 Cooperation with international and domestic private companies to leverage the positive impact of their core business on development. This cooperation is defined by Sida as Business for Development, B4D.

B4D is thus both at method and an approach to demonstrate how Sida works in a systematic way in partnerships with the business sector. Engaging with business and encouraging companies to develop new approaches to extend their core business and have a transformative impact on the lives of the poor can be done in many sectors, Health, Education, Agribusiness, Forestry, Environment, Energy and Infrastructure.

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Summary

Sida's programme for cooperation with business¹ stems partly from the assignment given to Sida by the government and parliament, and partly from an understanding that assistance can be made more effective by better utilization of business in its different roles – actor working in its own interests, advisor/dialogue partner and supplier of assistance.

It is clear that companies are actively involving themselves, within their core activities, all the more in exactly that which Sida holds most dear: the fight for human rights, against poverty, climate change, and corruption. Against this background it is vital that Sida cooperates more strategically and collaboratively with business interests, whether Swedish, multinational or within the partnership countries.

Sida does not work for the advancement of specific companies or for the advancement of the private sector for its own sake. But in order to achieve the goals of development assistance, it is strategically important for Sida to find ways of working in intelligent partnerships with business; partnerships that are commercially and environmentally sustainable and create results in development and poverty reduction.

Cooperation with business should be founded on principles that are in tune with the goals and mandates of providing assistance. Most often this is in full agreement with the views of serious companies with regard to long-term economic, social and environmental sustainability.

Forms of collaboration with companies will be developed partly within the framework for the project B4D Tool Box. Several methods will be tested: Corporate Sustainability (CS, previously CSR), Challenge Funds (such as DemoEnvironment), Sida's Private-Public-Partnerships, Innovative Financing, Market Transformation, Innovations Against Poverty, Social

B4D

In cooperation with Sida business community can help create sustainable development that provides a sustainable market.

1) The term 'business' is used in this programme to mean the corporate world and organizations within trade and industry.



Cooperation with business should be founded on principles that are in tune with the goals and mandates of providing assistance.

Entrepreneurship, Cluster Building and Organisation Assistance. Sida would like to expand the budget for these measures over a three-year period from c. €5.5 million to c. €38 million. Additional funds come from country and regional allocations as well as the environmental loans and guarantees allocation.

A better use of companies in their role as advisors and partners in dialogue will take place mainly within the governmentally appointed Business and Development Council BDC, and also through improved processes for the development of cooperation policies and strategies. As a partner in dialogue this will also include working with partner countries and other actors in the developmental sphere.

Much use will also be made of businesses in their roles as *suppliers in development assistance*, especially by influencing the conditions for assistance financed procurement – increasing pressure on corporate sustainability (CS), life-cycle cost analysis economy and anticorruption; conditions that are in the interests of both poor people and serious companies. In this regard the work of trade promotion and development assistance coincide whereby collaboration between both activities must develop towards a shared benefit.

A critical prerequisite for the success of this programme is increased knowledge, competence and awareness within both Sida and the business sector. The key factor here is *communication and competence development*.

Responsibility for implementing this plan lies primarily with Sida's pillar of Operations. Team Partnerships has responsibility for coordination. The work is carried out under an all-embracing steering group at Sida, with the head of the department of Development Partnerships as chairperson and commissioner. Sida's department of Economic Opportunities, ECOP, which is in charge of both Sida's private sector policy and the newly instated Policy for economic growth in Swedish development cooperation, has an important supportive role to play in terms of policy supervising when B4D is applied as an instrument and method.

A REVISED, MORE PROACTIVE AND FOCUSED PROGRAMME

The great global challenges – and realisation of the millennium development goals, MDGs, – cannot be handled without collaboration between all the various spheres of actors, both within partner countries and at home. Sida enjoys long-standing well-developed cooperation with public agencies, local authorities and district councils, academia and NGO:s. But Sida has not taken full advantage of the potential which lies within business collaboration, despite a general awareness of the importance of the private sector in global development and the enormous need of private capital for addressing major global challenges.

We know that many companies do a great deal of good for poor people and for European integration – contributing sizeable resources, creating employment and growth, introducing fair trading values and a sustainable entrepreneurship (economically, socially and environmentally), as well as building up capacity and competence in partner countries. *Sida's challenge is to strengthen these good effects by an intelligent cooperation with business.*

At the same time there are many businesses who do not share these values. Therefore it is also important for Sida to encourage efforts that counteract unsustainable undertakings such as supporting the development

Business role

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of legislation, civil societies, a free media and responsible enterprise. Even this work can be strengthened by cooperation with those business sectors that are aware of their responsibilities.

In April 2007 Sida's director general established guidelines and a three-year action plan for Sida's collaboration with Swedish business. This contained over fifty points of action some of which have been executed while others are still in abeyance – mainly because of lack of resources.

In early 2009 the government gave Sida a new *directive* according to which Sida must specifically

'develop its cooperation with business by closer dialogue, exchange of experience and sharing of competence.'

In the government policy for partner driven cooperation,³ business is mentioned as one of the prioritized groups and Swedish business is named as an important partner in several new cooperation strategies (including Colombia, Guatemala, India, Indonesia, Iraq, Kenya, China, Serbia, South Africa, Sudan, Vietnam).

In January 2009 Sida's director general commissioned the Development Partnerships department to work out a *revised, more proactive and focused programme* for Sida's collaboration with business in Sweden, internationally and in our partner countries. The programme concerns direct cooperation with *business as an actor*. While mindful of the demands for results, relevance and risk analysis, Sida's staff should be innovative and should dare to think in new ways and to do that which has not yet been done before. New competence and new approaches towards entrepreneurship and the corporate world are vital.

The programme shall address the following questions:

- How should Sida and business cooperate so as to create conditions where companies within their own activities might contribute further to the goals of development cooperation (contribute to better conditions for poor people and European integration) ?
- How can Sida and business benefit from each other as advisors and as suppliers of assistance?
- How should Sida organise and finance its work with business collaboration?

The answers are provided by the following six-fold action programme:

- Forms of cooperation with business as an actor in its own interest – B4D tool box
- Improved use of business as advisor and partner in dialogue
- Cooperation with business as supplier in developing assistance
- Communication and competence development
- Organising Sida's work with business cooperation
- Financing

3) Actor-driven cooperation for global development – policy for actor-driven cooperation in development cooperation. Appendix to Government, Decision 19 December 2007 (UD2007/46452/UP)



Forms of cooperation with business as an actor in its own interest – B4D tool box

Many business and corporate organizations already contribute to the goals of assistance in many ways – they contribute sizeable resources, create employment under good conditions, supply goods and services which benefit the poor and their companies, strengthen attitudes and create access to global networks.

The private business sector is multifaceted and includes everything from small companies in the countryside to large multinational groups. Its growth is strategically significant for the chances poor people get to improve their standard of living. Development cooperation offers many different ways to stimulate and strengthen the positive role of business in the growth process.

This view dominates the government's newly established policy for economic growth,⁴ the goal of which is to create 'improved opportunities for sustainable growth processes in poorer developing countries'. Within the framework of Sida's support to private sector development and trade,⁵ Sida contributes to this goal in a number of ways, from global measures aimed at furthering poor country integration in world trade, to local measures improving the livelihoods and market access for poor farmers.

The methods, which donors of assistance can utilize in support of private sector development, include aid for policy reforms, institution development, capacity building and infrastructure. In addition, recent years have seen the inclusion of a markedly increased international interest in collaboration with business and business organisations (B4D, Business for Development). In line with government priorities, Sida's measures for a prompt expansion of this type of collaboration will be reviewed below.

4) Policy for economic growth in Swedish development cooperation, 2010-2014, UF/2010/6949/UP.

5) Cf. Policy Guidelines for Sida's Support to Private Sector Development, as well as Reducing Poverty by Supporting Trade in Sida's publication database on www.sida.se.



Cooperation with business will be used to strengthen human rights, health, education and environmental improvements, as well as economic growth.

Development in the private sector is strongly tied to social development generally in its various dimensions: social growth, human safety, human rights, etc. Collaboration with business and business's organisations, B4D, can therefore be utilised not just to produce economic development, but also as a work tool in different sections of development cooperation as illustrated in the figure:



THE FOLLOWING PRINCIPLES GUIDE WORK WITH SIDA'S B4D TOOLS:

WE SHOULD ALWAYS have the goals of development cooperation as our point of departure: 'to help create conditions that will enable poor people to improve their lives' or contribute to European integration. We should therefore strive for a win-win situation when we collaborate with business. 'Win' for the poor people as well as 'win' for business. If the gain is not mutual the collaboration will not last.

PARTNERSHIP SHOULD BE in line with the *priorities of the collaborating country*.⁶ And – in the case of larger projects – within the sectors that Sweden priorities in each respective country, since Sida can then have responsibility, contact routes, and knowledgeable folk in place. As with all assistance, national ownership is of central importance.

WORK SHOULD BE CHARACTERISED by a *perspective of rights*, and not result in private charity. Basic principles such as participation, transparency and responsibility between state and business are clear. The states have a responsibility to provide basic education, and Sida should not support a development where people become dependent on the goodwill of a business to offer schooling or health care.

Terms of B4D

Collaboration is not unconditional. Sida demands to create an active partnership.

6) Smaller efforts, such as supporting innovations can naturally be the concern of sectors which are not expressly prioritized by a developing country. Some CS measures can even be in direct opposition to the political interests of certain partnership countries.

WE SHOULD STRIVE to *influence investors*, so that they both increase their investments in the developing countries, and make investments in a way that supports sustainable development and creates better conditions for poorer people.

WE SHOULD STRIVE for collaboration with *major companies* since these normally can achieve greater effects than small and medium-sized ones. In addition, many large companies are already working in the developing countries, which makes it possible for them to replicate their new business models and attitudes throughout the whole world. At the same time larger companies can give inducements to smaller ones. However we must open up opportunities for small and medium-sized companies since these often produce higher rates of innovation.

WE SHOULD PLACE HIGH DEMANDS on our partner companies to take *responsibility for social, economical and environmental spin-off effects*. Companies must support and strive to follow the ten principles of Global Compact, ILO's fundamental conventions, and make systematical reports (large companies can report in accordance with GRI, Global Reporting Initiative).

WE SHOULD BE OPEN to cooperation with *business from all countries*, not exclusively Sweden, even if we expect that Swedish and Swedish-related business will dominate. Relative to her population, Sweden has many large companies, and many of these lie in the absolute forefront in terms of taking social and environmental responsibility.

WE SHOULD AVOID being market disruptive but never hesitate to facilitate *market development*, which can sometimes mean that bad companies (those who function poorly in regard to the development goals) are immobilised so that good companies can flourish.

ADDITIONALITY IS CRUCIAL. We must address market failures and stimulate innovative solutions.

SIDA'S CONTRIBUTIONS should concentrate on the sectors which give *high returns* of the Swedish assistance money. This means that we should not do everything that is good and possible but that which causes the greatest additional effect.

IN MANY WAYS the B4D concept coincides with Sida's commission concerning partner driven cooperation – mutual benefit for the partners to the advantage of the poorer people. And exactly as with partner driven cooperation, B4D is applied within *all country categories*. B4D tools which require input from country or regional teams should be used in line with cooperation strategies. It should be possible to use some instruments, that do not demand that Sida have specific country competence, in all DAC countries.

WHERE POSSIBLE we should *coordinate with other donors* and harmonise our systems and regulations. This facilitates for both companies and partnership countries. It also assists division of labour among donors. (The term 'other donors' here includes individual organisations and private foundations).

PROPOSALS FOR COOPERATIVE

CORPORATE
SUSTAINABILITY

PROPOSALS FOR COOPERATIVE

CHALLENGE
FUNDS

DIFFERENT FORMS OF COLLABORATION

Sida's B4D Tool Box, developed in a special project in 2009–11, contains suggestions for a number of components which merge partly into one another. Several components are already being tested, others are expected within the coming year. Priority and development is concentrated to close cooperation with business, organisations, authorities and other donors.

The Tool Box-project is being built up successively in a process of continuous improvement as we experiment with new methods, draw conclusions from concrete efforts and study what gives developmental benefits.⁷

DEVELOP COOPERATE APPROACH TO THE WORLD

The collaborative area that perhaps has the greatest potential in a wider developmental perspective is the work of companies towards social and environmental responsibility. In this way the corporate world has taken a step right into the core area of development assistance: i.e. human rights, democracy and sustainable development. Corporate Social Responsibility is a concept which encompasses a vast field ranging from charity to hard-core business. The latter can be termed *Corporate Sustainability*, i.e. a business's economical, social and environmental sustainability. CS is the direction that is most relevant for Sida.

A good example of collaboration concerning CS-activity is Sida's support of the HIV/AIDS assistance in Africa, being run by NIR, IF-Metall and several major Swedish companies. Another example is Sida's support to the corporate organization Business for Social Responsibility, which works with SRHR-issues in business. A third is the idea of collaboration with Swedish importers who place CS-demands on their suppliers e.g. in poorer parts of China, where development assistance would support these suppliers' ability to live up to CS-demands.

At the present, Sida is in the process of deciding how to work with CS-issues in the future, based on the decision to make CS a 'high-profile issue'.

COMPETE FOR FUNDING

One way of producing good developmental ideas within a certain sector is to invite companies to 'compete' for support in the same way that researchers apply for funds from a research foundation. An example is Sida's DemoEnvironment, where companies can apply for small grants for preliminary studies (and potential customers in developing countries can apply for larger grants for pilot establishments). In the decision process different project suggestions are weighed against one another on the basis of predetermined fixed criteria.

This type of assistance can be applied in other sectors using other mechanisms (British DFID works with considerably larger projects). Spider, Sida's ICT-cooperation with Stockholm University, has worked out a suggestion for DemoICT. There are also plans for a DemoHealth. The 'private sector planning grant' which is intended for partner driven cooperation is also a challenge fund, but not sector specific.

7) The Tool Box-project is partly built up around three reports which Sida commissioned during 2009:

- 'Support to Business for Development (B4D): A review of new approaches and donor agency experiences', Adam Smith International, June 2009.
- Business for Development, A survey of Swedish B4D and ideas around a metaprogram', Claes Lindahl, May 2009 (in Swedish).
- 'Sida's engagement with CSR: Recommendations for strategy and operations', Peter Davis, Greystones Management, February 2009.

PROPOSALS FOR COOPERATIVE

PUBLIC PRIVATE
PARTNERSHIP-
PROGRAM

DEVELOPMENT OF VALUE CHAINS

SPPP, Sida's Public Private Partnership programme, involves cooperation with major companies. This can be a matter of complementing value chains or joint financing of urgent projects.

Private investment could produce greater exchange for those people living in poverty, if the partner country and Sida establish a supplementary programme – up or down the value chain. Sida could for example finance support to small farmers (agriculture, organisation, management, etc.) so that the farmers could partake in the new markets which arise as a result of private investment.

Sometimes supplementary aid can be crucial to whether an investment can take place at all (an example: the food business cannot start because the farmers lack the knowledge and organisation to deliver the raw materials, which in turn leads to lack of employment and lack of income to these farmers).

Another model for mobilising business resources is USAID's Global Development Alliances. Here the businesses and USAID pay money to a joint project for which they then buy in a third implementing part. Yet another model is Britain's DFID's Challenge Funds. By cooperation with actors such as USAID and DFID, Sida could strengthen these programmes and use them in the countries and sectors where Sweden is active.

Through SPPP, assistance through business would thus create opportunities for development without the aid being directed to one specific business. SPPP should be able to be used both reactively, to take advantage of good initiatives, and proactively, to seek solutions to problems identified in the countries where Sida works.

PROPOSALS FOR COOPERATIVE

INNOVATIVE
FINANCING

UNEXPECTED FUNDING

New forms of financial solutions are needed in order to mobilise private capital and to address market failures. An example exists in the health sector where Sida develops financial instruments which combines grants, loans and guarantees with various types of private capital – both market based and philanthropically. This type of approach could be reproduced within other sectors such as food security as well as environment and climate.

PROPOSALS FOR COOPERATIVE

MARKET
TRANSFORMATION

COOPERATION IN THE TRANSFORMATION

Even NGO:s can do good in collaboration with the business world by endeavouring to change markets and production methods – market transformation.

One example is Better Cotton Initiative, which is run by the World Wildlife Fund (WWF) together with a number of major companies (including IKEA, H&M, Adidas, GAP, Levis, Marks & Spencer) and which aims to produce a better environment and better incomes for the small cotton growers throughout the world. The world market is being induced to change, as a result of so-called multistakeholder-dialogue and voluntary certification. Comparable processes are in force for palm oil, fish, soya, timber, sugar, etc.

PROPOSALS FOR COOPERATIVE

INNOVATIONS AGAINST POVERTY

SUPPORT FOR IDEAS THAT IMPROVE FOR THE POOREST

Innovations against Poverty is a further development of the Base of the Pyramid-concept, BoP. This instrument aims to support the development of goods and services for poor people. In several countries different forms of BoP-support have been developed within the private sector, universities and aid organisations. Sida is working to strengthen Swedish BoP-activities in dialogue with the Confederation of Swedish Enterprise and the Royal College of Technology, Stockholm (KTH).

PROPOSALS FOR COOPERATIVE

SOCIAL ENTREPRENEURSHIP

COLLABORATION FOR PROFITABLE BUSINESS AGAINST POVERTY

An activity which lies in the borderland between 'hard core business' and 'do-good' is social entrepreneurship (SE). This is a form of business activity which is widespread especially among young entrepreneurs. They wish to assist in combating poverty, not by charity but by running profitable sustainable companies where the gains are often reinvested in the work or in the employees' health, education and environment. Forms of collaboration with SE-business should also be developed.

PROPOSALS FOR COOPERATIVE

CLUSTER BUILDING

USEFUL NETWORKS

Sida has developed a cluster concept within the framework of partner driven cooperation which is based around a central actor organising a cluster of companies, researchers, organisations and authorities. The aim is to link up Swedish partners with interesting contacts in partner countries.

'Meeting point Mining' is the example which has progressed furthest. Here the Geological Survey of Sweden, SGU, acts as facilitator. Comparable clusters could be developed within environmental technology, health, traffic safety, trade promotion, etc.

PROPOSALS FOR COOPERATIVE

ORGANISATION SUPPORT

COOPERATION WITH CIVIL SOCIETY

In many cases organisations with business members (e.g. Chambers of Commerce, Confederation of Swedish Enterprise/NIR, World Economic Forum) can also do great good in line with development assistance goals. Such organisations belong to civil society, in accordance with the Swedish government policy for cooperation with civil society.

Sida is at present working to develop regulations and systems concerning benefits to corporate member organisations – comparable to the support which is given to Swedish NGO:s. A first step has been taken through a general agreement with NIR and support to the World Association of Newspapers and News Publishers (WAN-IFRA).

LEGAL CONDITIONS, DONOR COORDINATION, AND DIVISION OF LABOUR

Some of the suggested B4D-instruments presume smaller catalytic benefits to business. It is necessary to clarify what opportunities Sida has for handling such benefits.

It is also important that the different sectors of public administration hold the same view, so coordination with policy-making sectors is vital. Similarly all EU countries should make the same interpretation of EG regulations, otherwise donor coordination and division of labour will be difficult.

Corresponding processes should be enforced on OECD/DAC-level at the same time as Sweden seeks direct cooperation and division of labour among bilaterals.



Improved use of business as advisor and partner in dialogue

Cooperation with business can do a great deal of good within all of Sida's three activity areas; not only in implementing developing assistance but also when working with developing foundations for policies and strategies as well as for dialogue and pressure action.

BUSINESS AND DEVELOPMENT COUNCIL

Swedish companies usually have good insights into the opportunities for development in the countries where they operate. This includes not only private sector development but also democracy, human rights, anticorruption, health, education, etc. The government has decided to instigate a Business and Development Council (BDC) for high-level dialogue in order to take better advantage of business experience, competence and resources for executing the Policy for Global Development (PGD). At civil service level a BD-group has been formed with representatives from the different departments and government agencies and business. In the field, corresponding BD country groups will be established.

OTHER FORMS OF MEETING WITH BUSINESS

The BD-structure offers the most important opportunities for dialogue, especially in the field. But there are other forums. The business community is of course continuously involved in meetings with other kinds of partners (e.g. in Sida Development Area) and Sida takes part in meetings with various organisations such as Swedish Project Export and Swedish Consultants.



Through collaboration, we can help business overcome obstacles to development by jointly affect the authorities and regulatory framework.

Furthermore, businesses are invited to thematic meetings on urban environment, maternity health and media expansion among others, as well as to discussions on work with developing policies and cooperative strategies. However a radical improvement in dialogue is needed here.

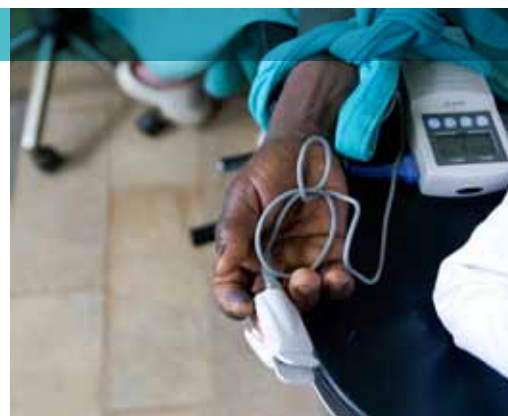
Sida should also actively partake in forums arranged by other actors. This is a useful way of reaching businesses and organisations who have not already integrated concepts for sustainability into their work.

DIALOGUE PARTNER

A basic necessity for the survival of the private sector is a set of good functioning regulations. Sida therefore supports the regional and global advancement of regulations in partnership countries. We do this through assistance to the private sector, local administration development, anti-corruption, and trade-related assistance. Even Sida's support to the free media and civil society helps to build opinions concerning conditions in the private sector.

Sida must maintain continuous dialogue with business communities – within Sweden, internationally and within the partnership countries (the BD-structure is an important instrument here). Business can help in identifying developmental obstacles and together we can *influence the policies and strategies* of local authorities and business in general. We share a mutual interest for a good investment climate facilitating strategic and long-term cooperation with business and other participants.

Such cooperation could also be effective within other priority areas such as health, equality, anti-corruption, human rights and democracy.



Cooperation with business as supplier in developing assistance

The untying of Swedish aid and change of direction and working methods of development assistance, means that Swedish business is to an increasingly less degree associated with direct assignments from Sida. Yet it is in the interests of Sweden and Sida that Swedish business be a supplier of development assistance-financed tenders, both for building reciprocal relations and for contributing to economic growth in partnership countries as well as in Sweden. Furthermore, many Swedish companies are clear bearers of Swedish values, which is an important factor in the realisation of the Policy for Global Development (PGD).

INFORMATION SYSTEMS

With the aim of creating better conditions for Swedish business to partake in international biddings, Sida together with the Ministry of Foreign Affairs (MFA) and the Swedish Trade Council has launched the service *Project Scouting*, a tool for assisting embassies to fulfil their duty to channel information about upcoming internationally negotiated projects at an early stage. Project scouting will be active in all countries where Sida and the trade promotion/Swedish Trade Council have personnel. All embassy staff are required to have ownership of project scouting, not least national programme officers. Sida's work with project scouting – both in head office and among foreign authorities – will be strengthened and structured by new instructions and the creation of a central project scouting group in Stockholm.



Sida can provide Project Scouting and assistance to companies wishing to participate in procurement.

COOPERATION WITH TRADE PROMOTION

In the autumn of 2007, cooperation with trade promotion was established in *Africa*, with the aim of utilizing possible synergies between development assistance and trade promotion which have partly different goals but sometimes make use of the same instruments. MFA's Africa section has developed an overall plan for trade promotion which has now been followed up by national action plans. On the basis of recommendations after a number of embassy visits in Africa, MFA and Sida suggest a cooperation pilot at the embassy in Lusaka.

Besides project scouting, it is important to have good internal collaboration at embassies and section offices, and with the Swedish Trade Council, with the aim of catching and passing on information in *development banks*, where Swedish personnel (seconded or not) can discharge information and contacts in the spirit of 'Team Sweden'.

The Swedish Trade Council via state assignments, supports the organisation SweUNB (Swedish UN Business) which aims to increase the number of Swedish companies who supply the United Nations (today, Sweden stands for 3 % of UN financing, but only for 0,3 % of its supplies). Sida's field personnel must also be involved in this work.

PROCUREMENT BY PARTNER COUNTRIES AND MULTILATERAL ORGANISATIONS

An important measure is to contribute to developed partner country and multilateral organizations procurement conditions with regard to CS requirements (Global Compact 10 principles), anti-corruption and life-cycle cost analysis. Improvements in functional procurement can also be useful. This requires collaboration with other donors and development banks, support for capacity development, etc.

Many Swedish businesses refrain from bidding in partner countries or development banks partly because of fear of the risk of corruption. Sida addresses these issues within the framework of both OECD/DAC and UN efforts. Sida cooperates with Swedish Consultants and representatives of other authorities, concerning the way that donor collectives should ensure correct procurement by supporting anti-corruption.

COLLABORATION BETWEEN CONSULTANCIES AND AUTHORITIES

Sida revised its regulations for procurement in order to provide neutrality in competition with regard to different collaboration parties. This allows for better cooperation between consultancies and authorities where the latter's engagements in development assistance have to be limited to that which is unique to that authority. In the future, Sida is to systematically strengthen cooperation between consultancies and authorities.



Communication and competence development

An obstacle for better collaboration between business and Sida are the misunderstandings which occur on both sides and lack of competence in each others fields. There is a need for systematic work to improve increased communication and mutual competence.

COMMUNICATION

Clear and coherent communication is vital for fruitful cooperation with business. Sida's Team Partnerships is developing communication strategies which should cover both internal and external business communication, and secure collaboration with other relevant state agencies.

COMPETENCE DEVELOPMENT

An important measure for stimulating companies to increase their involvement in developing countries is to offer specific competence development. Sida Partnership Forum (Sida's Härnösand facility) has developed programmes that include needs for capacity development for businesses. Along with courses on topics such as anti-corruption, a course in business in conflict and post-conflict countries is being developed together with the International Council of Swedish Industry.

COMPETENCE AND ATTITUDES

An important condition for successful results is that Sida's staff develop both their competence and their attitudes with regard to collaboration with business – especially important for field staff (both those located abroad and national program officers). In addition, issues concerning cooperation with business must be integrated in the network activities with subject specific competence development.

Even as an organisation, Sida can gain from closer cooperation with business. *Benchmarking and mutual secondments* between Sida and the private sector can create better focus on results and management know-how for Sida. Sida should also be able to *second* colleagues to organisations that are close to business such as Gates Foundation and different World Economic Forum projects.

SIDAS COMMISSION

Sida works according to directives of the Swedish Parliament and Government to reduce poverty in the world, a task that requires cooperation and persistence. Through development cooperation, Sweden assists countries in Africa, Asia, Europe and Latin America. Each country is responsible for its own development. Sida provides resources and develops knowledge, skills and expertise. This increases the world's prosperity.

SIDAS'S PROGRAMME FOR COLLABORATION WITH BUSINESS