

PLAYBOOK

# Building Momentum in the Decade of Action

through Collaboration between  
Employers and UN Resident  
Coordinators



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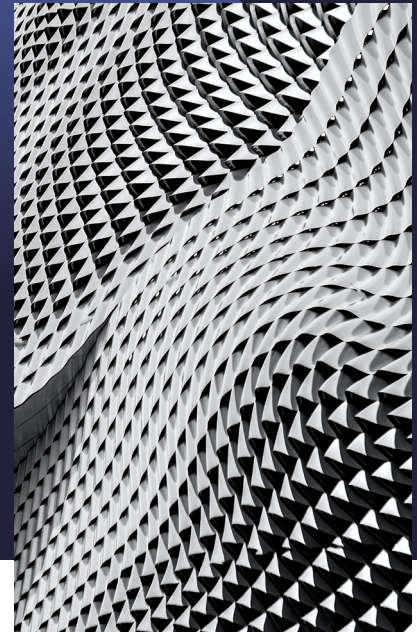
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## List of Acronyms and Abbreviations

CACIF	Committee of Agricultural, Commercial, Industrial, and Financial Associations (Guatemala)
CEO	Chief Executive Officer
EBMO	Employer and Business Membership Organisations
ESG	Environmental, social, and governance
GISD	Global Investors for Sustainable Development
HLPF	High-Level Political Forum on Sustainable Development
ILO	International Labour Organization
IOE	International Organisation of Employers
KAS	Konrad-Adenauer-Stiftung
PPP	Public-private partnership
RSPP	Russian Union of Industrialists and Entrepreneurs
RCO	Resident Coordinator Office
SDG	Sustainable Development Goal
SME	Small and medium-sized enterprise
UN	United Nations
UNCT	United Nations Country Team
UN RC	United Nations Resident Coordinator
UN DCO	United Nations Development Coordination Office
UNDP	United Nations Development Programme
UNGA	United Nations General Assembly
UNGC	United Nations Global Compact
UNICEF	United Nations Children's Fund
UNSDG	United Nations Sustainable Development Group
USCIB	United States Council for International Business
VBO-FEB	Federation of Belgian Enterprises
VNR	Voluntary National Review

# I. Introduction



With only 10 years left to achieve the 2030 Agenda and as efforts are currently falling short of the targets, the United Nations (UN) Secretary-General has called for a Decade of Action to accelerate momentum on sustainable development to ensure that “no one is left behind.”

This massive effort builds upon the recent reform repositioning the UN development system, which has elevated the status of the UN core planning document at country level, the UN Sustainable Development Cooperation Framework (Cooperation Framework), as the most important instrument for planning and implementation of UN development activities to support achievement of the 2030 Agenda for Sustainable Development (Agenda 2030 or 2030 Agenda).

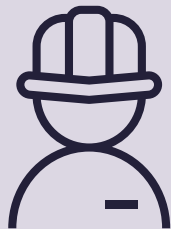
The Cooperation Framework is to be prepared and finalized in full consultation with national Governments. The reform also introduced a new generation of UN Country Teams (UNCTs) centred around Cooperation Frameworks and led by independent and empowered United Nations Resident Coordinators (UN RCs or simply RCs). The Cooperation Framework is also an instrument of partnership with a diverse range of stakeholders including the private sector<sup>1</sup>.

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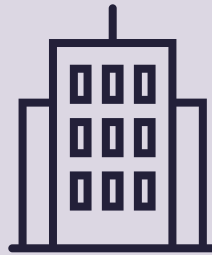
1 [United Nations Sustainable Development Cooperation Framework Guidelines \(2019\)](#)



# Central role of the private sector in sustainable development



9 out of 10 people work in the private sector, making it critical to poverty reduction efforts.



Business can bring creativity and innovation to solving global sustainable development challenges.



Together, Governments, UN and private sector have the resources to achieve the Sustainable Development Goals.



Employer organisations are the country-level voice of the private sector, and key to linking global institutions to local business.

## Purpose

The purpose of this Playbook is to strengthen collaboration between RCs, including their offices and UNCTs, and employer organisations (also known as Employer and Business Member Organisations or EBMOs) in order to realise the ambition of the Decade of Action to achieve sustainable development by providing a toolkit of guidance and best practice examples. It also serves to raise awareness in employer organisations about the work of the UN and entry points for dialogue and engagement, as well as to sensitise UN representatives to the interests of the private sector, which are in many respects, shared interests.

The Decade of Action calls for accelerating sustainable solutions to the world's most pressing challenges, which can best be implemented through collaboration and partnerships that bring all the stakeholders to the table.



## Key stakeholders

### International Organisation of Employers

The International Organisation of Employers (IOE) is one of the leading voices for business at the global level and on the ground. With more than 150 EBMO members in 148 countries, IOE represents the interests of over 50 million companies. Quite simply, it is the largest global community network of the private sector. For over 100 years, it has been a pow-

erful and balanced voice of business and offers a diverse and unique perspective based on members that include companies ranging from large multinationals to small and medium-sized enterprises (SMEs) and a vast collection of industries. Together with trade unions, IOE plays a vital role in shaping labour markets and providing support to its members.

IOE is integrally involved with the International Labour Organization (ILO) and other UN entities, G20, and other emerging forums, and contributes to the 2030 Agenda. In its Centenary Manifesto, IOE fully supported the 2030 Agenda as the most effective path to sustainable human development. IOE stressed its commitment to particularly work towards the ambitious targets of Sustainable Development Goal (SDG) 8 for “sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all,” together with SDG 17 for a revitalisation of the global partnership.

### IOE: Service and policy areas

#### Three pillars of services to advance the global agenda:

- Advocating (driving and shaping policy)
- Convening (facilitating networking)
- Capacity building (strengthening the voice of employer organisations)

#### Policy priorities

- COVID-19
- International labor standards
- Industrial relations
- Human rights and responsible business conduct
- Employment and skills
- Labor migration
- Sustainable development
- Future of work
- Occupational safety and health
- Diversity

IOE has pledged to multiply constructive dialogue with stakeholders, to expand capacity building, peer-to-peer learning, and knowledge sharing for employer federations on trends and developments impacting business, in collaboration with other international partners and organisations.

IOE is also an important partner to the United Nations Global Compact (UN GC), the UN's primary vehicle for promoting responsible business practices and advancing private sector support for the SDGs. IOE serves on the Board of the UN GC at the global level, helping to shape the priorities and plans of the organisation.

### **National employer organisations**

IOE member organisations are the national EBMOs in 148 countries. They are the representative and legitimate voice of business at the national level and are deeply involved in the policy-making process through their engagement with governments and trade unions and in the development of legislative frameworks. Individual companies and business networks cannot provide such extensive representation.

At the country level, employer organisations are highly engaged with small and medium-sized enterprises (SMEs), young entrepreneurs and their associations, and often work with and in collaboration with UN GC Local Networks. A number of IOE national members host the UN GC Local Networks and work closely on shared objectives. As a collaborative partner with the public sector, EBMOs seek to promote the UN's work and explain to their membership the potential mutual benefits of partnerships.

## Power of collaboration: Qatar's labor market reforms.

### **Social partners came together and made changes to legislation and regulations of Qatar.**

Qatar achieved far-reaching labor market reforms, resulting in the abolishment of the *kafala* system<sup>1</sup>, significant improvement in occupational safety and health systems, and the strengthening of workers' voices. The reforms are a milestone for workers' rights in the country. They are equally important for employers. They increase dynamism and mobility within the country's labour market and make it much easier for companies to build their talent pipelines. It also enhances Qatar's attractiveness for investments and trade. Most importantly, ending the Kafala system was a critical measure for the eradication of forced labor.

Social partners at the international and national levels (governments and employers' and workers' organisations), civil society organisations and others have accompanied the reforms and played a crucial role in promoting lasting change on the ground. Successful transition processes need particularly dynamic employer federations for this to happen. They not only bring the representative voice of business to the table, but also raise the awareness and build the capacity of companies, particularly SMEs.

*1 The 'kafala system' refers to a form of migrant sponsorship in Gulf Cooperation Council Countries (GCC) in which a migrant worker's immigration and legal residency status is tied to an individual sponsor/employer throughout his/her contract period and the migrant must receive explicit permission from the sponsor to enter or leave the country, resign or change jobs.*

## United Nations Resident Coordinators

As the most senior representatives of the UN Secretary-General within the UN development system at the country level, 129 RCs head 131 UN teams covering 162 countries and territories to coordinate UN development system support to Governments in achieving the 2030 Agenda.

The key lever underpinning this coordination is the United Nations Sustainable Development Cooperation Framework (“Cooperation Framework”, formerly the United Nations Development Assistance Framework or UNDAF), a three-to-five-year plan for sustainable development in which national governments are crucial stakeholders and the private sector can play an important consultative role.

Implemented in 2019 under UN development system reform to replace the previous structure of resident representatives, RCs are now more empowered and collaborate across the spectrum of UN activity, including UN agencies and their programmes such as ILO, UNICEF, UN Women, and World Health Organization, to name a few.

“

“RCs require a degree of knowledge, trusted relations, policy engagement, and drive for collective operational impact.”

– UN DCO [overview of the UN RC system](#)



# Resident Coordinators

**1**

Coordinate a “Country Team” of UN entities working on various development activities.

**2**

Act as convener and catalyst, also facilitator and risk mitigator.

**3**

Promote stronger collaboration between the UN and local stakeholders across sectors.

**4**

Report to the UN Deputy Secretary-General through the UN Development Coordination Office (UN DCO or simply DCO).

**5**

Within the UN structure, the UN DCO serves as the secretariat for the UN Sustainable Development Group (UNSDG) – 34 agencies, funds and programmes working on development at the regional and global levels.

**6**

At the regional level, five DCO Regional Directors and their teams in Addis Ababa, Amman, Bangkok, Istanbul and Panama provide RCs with regional-specific support.

**7**

Resident Coordinator Offices (RCOs) are typically comprised of staff filling five main functions: Team Leaders, Partnerships and Development Finance Officers, Economists, Data and Reporting specialists, and Communications Officers.

**8**

At the global level, the UN Sustainable Development Group (UNSDG) is chaired by the UN Deputy Secretary-General, and the Vice-Chair is the UN Development Programme (UNDP) Administrator.



The work of RCs and UNCTs is driven by the UN Sustainable Development Cooperation Framework, the primary instrument for planning and implementation of UN development activities nationally and locally in agreement with host governments. The Cooperation Framework ensures joint work planning, better monitoring and transparency in advancing local sustainable development priorities. Cooperation Frameworks are typically at country level, however, multi-country Cooperation Frameworks for regions (e.g., Caribbean) also exist. Underpinning the Cooperation Framework is a UN Common Country Analysis (UN CCA), which is a comprehensive study of the country's situation by the UN to inform the Cooperation Framework. Stakeholders, such as employer organisations representing the private sector, can offer valuable inputs and contributions to the creation of both Cooperation Frameworks and UN CCAs.

“

“The Cooperation Framework's expanded notion of partnerships offers a powerful opportunity to engage with relevant stakeholders in the UN CCA process through continuous and inclusive dialogue to address complex issues, such as inequality and exclusion, among others.”

- United Nations Sustainable Development Cooperation Framework Internal Guidance, 2019



© UNDP Colombia

RCs are key to the inclusion of the private sector perspective into national sustainable development priorities and activities within countries, whether by bringing them into the development process of Cooperation Frameworks and UN CCAs, and/or supporting UNCTs to more actively engage the private sector as a partner in the actual implementation of sustainable development programmes in countries.

### Konrad-Adenauer-Stiftung (KAS)

Konrad-Adenauer-Stiftung (KAS) is one of Germany's six political foundations. With more than 100 offices worldwide, KAS acts as a bridge between state and non-state actors in the promotion of democracy, rule of law and a social market economy. Being closely associated with, though independent from, the party of German Chancellor Angela Merkel, the CDU, KAS has traditionally been a strong advocate for a rules-based international order and for the concept of a social market economy where government, employer and employee representatives are partnering to provide systems of social protection, engage in collective bargaining and advocate vocational training. Hence, KAS and IOE are natural partners in fostering private sector engagement in the implementation of the 2030 Agenda. For KAS, multilateralism in the 21st century has to move beyond mere intergovernmental relations, with non-state actors becoming stakeholders in their own rights. KAS considers it equally important that private sector engagement for the 2030 Agenda is not reduced to funding opportunities or corporate social responsibility initiatives but is shaped as a strategic collaboration that addresses key issues such as capacity building and skills development, research and innovation as well.



“Multilateralism in the 21st century has to shed off its intergovernmental character. It has to become a multilateral system in which state and non-state actors collaborate with each other.”

– Andrea Ostheimer de Sosa, Executive Director  
New York Office, KAS

In partner countries and at headquarter level, KAS regularly cooperates with employer organisations. Annually, KAS hosts together with the German Association of Catholic Entrepreneurs an international conference that addresses various aspects of private sector engagement in development assistance. Together with the German-African Business Association, regular exchanges are taking place in relation to economic and political developments on the African continent. The KAS office in Mexico is looking into the industrial transformation of Mexico and how the benefits of digitalisation and a young labour force can be harnessed. KAS in Argentina has been cooperating with the employer association, Asociación Cristiana de Dirigentes de Empresa (ACDE), for decades. In Senegal, the cooperation with the employers' organisation, Conseil National du Patronat du Senegal (CNP), establishes platforms for the discussion and monitoring of socio-economic policies. The KAS Regional Economic Program for Asia (SOPAS) brings relevant stakeholders to the table in order to address the most vital economic issues for the region, such as the future of work for Asia's Youth. These are only some examples of KAS engagement with the private sector in order to shape policies and to promote democracy, rule of law and a social market economy.



## II. IOE-KAS Collaboration and Dialogues



Working with DCO, RCOs and RCs, IOE and KAS are collaborating to promote greater private sector engagement with the UN to achieve the SDGs. Several dialogues, surveys, and analyses have been conducted to better understand different perspectives and encourage collaboration and engagement on the ground.

At the same time, the COVID-19 pandemic has underscored the need for the UN and Governments to better engage the private sector as a critical partner to overcome the pandemic's grave impact on health, as well as economic and social wellbeing. Together, our goal is to kindle positive action through stronger relationships between UN representatives and the business world.

“

“The Sustainable Development Goals and the 2030 Agenda cannot succeed without the full engagement of the private sector.”

– António Guterres, United Nations Secretary-General



## Dialogues and deep dives

Under the umbrella of the IOE-KAS project, during May and June 2020, dialogues were organised between RCs and EBMOs in Africa, Asia, Europe, and Latin America. The initial dialogues highlighted several key points that both RCs and employer organisations agreed were critical to building back better following the COVID-19 crisis. In some instances, RCs and employers were meeting for the first time, while in other cases, they were already in collaboration to tackle various issues, such as maternal health, education, and climate change and had developed formal partnerships as demonstrated in the knowledge sharing examples.

During the 2020 High-Level Political Forum (HLPF) and United Nations General Assembly (UNGA), important discussions took place with Member States, UN organisations, and CEOs and business groups, which again highlighted the critical role the private sector can play and also the need for better coordination.

### Togo

In small countries like Togo, the private sector plays a critical role. In the Government of Togo's 5-year, €6 billion development plan, roughly 65% of the required resources will be mobilized by the private sector. Policy frameworks were created on a sectoral basis to make investments in this plan attractive to the private sector. Two companies in the energy sector provide clean electricity for 2 million people, which could not have been realized a few years ago through the usual subsidized government interventions.

*- IOE-KAS virtual workshop, June 17, 2020*

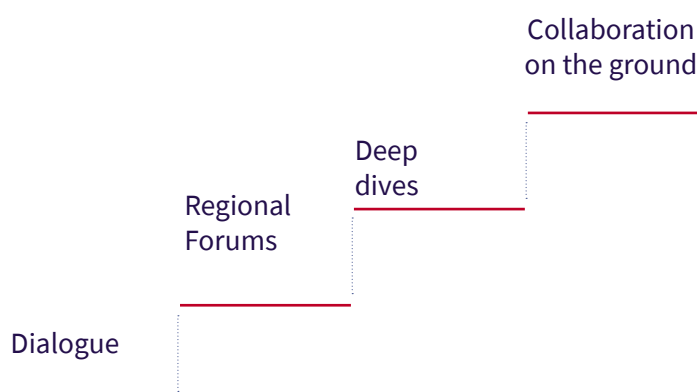
### Indonesia

APINDO, the Indonesian employer federation and an IOE member, has strongly engaged with the UN to date. APINDO contributed fully to the discussions during UN preparation of the Cooperation Framework, along with the government and civil society. This illustrates the potential for employer federations and the IOE to partner with the UN to engage the private sector and work with the international community through more efficient partnerships.

*- IOE-KAS virtual workshop, June 17, 2020*

In Latin America, an initial discussion took place in early September 2020, with employers and RCs coming together again. The meeting highlighted the importance of developing a positive narrative around the opportunities that the pandemic presents in terms of building back better. This includes a stronger push for the increased digitalisation of the region, a better business environment and investment in sustainable production and consumption, the strengthening of sustainable social protection systems, and strategies that address the structural causes of informality and facilitate a transition towards further formalisation of the economy.

### Steps of IOE-KAS project



A second dialogue took place in November 2020: a deep dive into sustainable social protection systems in Latin America. The format of this dialogue was slightly different, with an initial plenary including insights from experts, followed by breakout sessions by sub-regions that brought together RCs, EBMOs, CEOs, think tanks, and other stakeholders. The dialogue further illuminated the great potential in RC/EBMO collaboration, prompting IOE and DCO to issue a joint statement encouraging such engagement: **Employers strengthen link with UN Resident Coordinators in Latin America and the Caribbean.**

The statement called on participants to “initiate, develop, and strengthen national dialogues between employers, UN Resident Coordinators and the UN system in country to facilitate experience sharing across the region, identify common priorities and actions, and ultimately join forces for a better tomorrow.” Employer participants were also directly encouraged by the IOE Secretary-General Roberto Suárez Santos to reach out to the RC in their respective countries to initiate direct dialogues and explore potential engagement.

## India

The JAM Trinity initiative in India consisted of creating a bank account for every person, providing an official digital identity for all citizens and access to mobile and internet networks. Linking bank accounts, digital identity, and access to the internet offers various social benefits, such as increasing social protection and helping to achieve SDG targets. Involving business in the development was important so the platform is fit for purpose with appropriate design choices.

*- IOE-KAS multilateralism event, in collaboration with the Business and Industry Major Group, during the HLPF, July, 2020*

## Maldives

With tourism generating 74% of the nation’s budget, having a robust SME sector is critical for this small nation. While the severity of the current pandemic can’t be minimized, it represents “an opportunity to do things differently and to deal in much more robust and comprehensive partnerships, with segments of society where, in the past, a common language may have been lacking.” The National Federation of Maldivian Employers’ advocacy work is led by the UN RC. The crisis could serve as a catalyst for developing partnerships that spread the cost and build resilience, boost the “greening” and diversification of the economy, and create jobs.

*- IOE-KAS virtual workshop, May 20, 2020*



Participants in these deep dives were from diverse backgrounds and expertise: employers, businesses, CEOs, think tanks and RCs and paved the way for action to be taken on the ground as mentioned in recommendations below. The IOE-KAS Project dialogues evolved from the contributors just getting to know one another, to taking part in deep discussions on technical issues, to offering solutions and planning actions.

Employer organisations are becoming increasingly informed and engaged on sustainable development, the role of UN RCs, and potential avenues for input to processes, such as the Voluntary National Reviews (VNRs) (see section on VNRs in Chapter III for more information). RCs are becoming aware of the role of EBMOs and their power on the ground to modify and improve necessary policy and regulatory frameworks. Additional dialogues will take place in 2021, with an emphasis on other regions and such topics as informality, diversity, and skills.

## Uganda

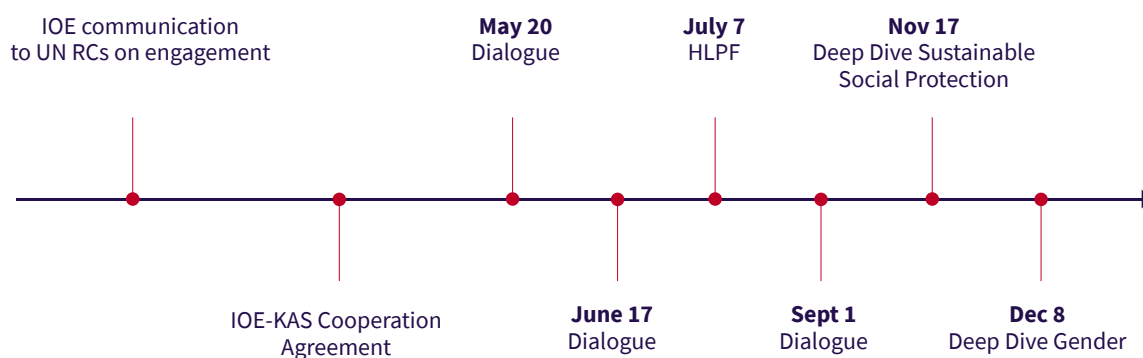
The Federation of Uganda Employers is engaging with the Ministry of Labor to provide the business perspective in the development of sector-specific COVID-response measures. These include tax waivers for patents for the production of personal protective equipment, the rescheduling of the national social security fund, and interventions to revamp business-continuity support during and after lockdowns.

Additionally, initiatives such as the Uganda Private Sector Platform for the SDGs and regular meetings with the new generation UN country team have provided greater entry points for the private sector to engage with the UN on sustainable development in the country.

*- IOE-KAS virtual workshop, June 17, 2020*



## IOE-KAS collaboration timeline 2020



### Potential areas of collaboration

#### Areas of convergence identified by RCs and employer organisations

- transition from informal to formal economies (informality)
- social protection systems
- public health
- gender equality
- education and skills development
- COVID-19 recovery



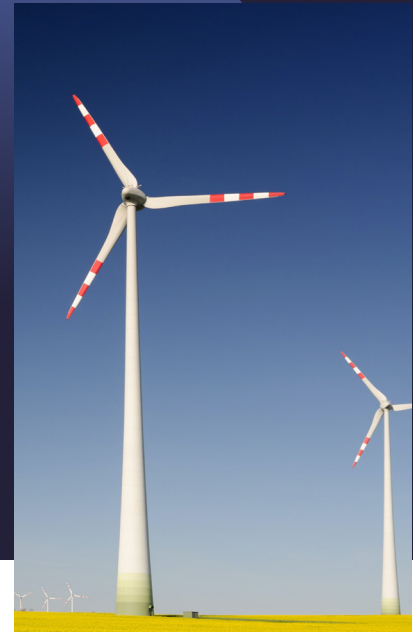
## Recommendations

**Jointly developed by RCs and employer organisations are the following recommendations on the way forward.**

- Employer organisations should be actively engaged in the creation of Cooperation Frameworks, as well as in the preparation of VNRs.
- Together RCs and EBMOs need to develop a regular and robust dialogue through a streamlined process, dedicated focal points, standardized rules of engagement on a national level, and common themes of interest.
- The UN should shift its focus from donation-based partnerships towards building more strategic and long-term business relationships, which engage the private sector not only as a source of funding but as a strategic partner in pursuit of economic, social and environmental objectives relating to the 2030 Agenda.
- The UN should strive to engage employer organisations throughout the Cooperation Framework cycle as well as through programming cycles of all UN entities. The private sector's expertise and resources can be fully leveraged for the greatest potential impact and benefit.
- The UN must continue its efforts towards unlocking and promoting innovative financing of the SDGs. This includes providing simple and clear guidance to help the private sector identify and cultivate market opportunities and bankable projects which advance the SDGs while delivering real returns on investment.
- The private sector should work to mainstream sustainable business practices across all elements of business management, strategy and operations. Advancing the SDGs can be a strategic avenue for creating long-term business value while also delivering benefits to society at large.
- EBMOs are key in promoting the policy changes and the legislative frameworks necessary to tackle the many systemic changes required to develop the economy. Their membership and network can reach SMEs that present great potential and opportunity. They should promote the UN's work and explain to their membership the potential mutual benefits of public-private partnerships (PPPs).
- The UN and EBMOs can create strategic alliances for the pursuit of policies and regulatory frameworks, which are essential for the advancement of the 2030 Agenda.



# III. The 2030 Agenda and Sustainable Development Goals



## What is the 2030 Agenda for Sustainable Development?

The 2030 Agenda is a resolution by UN Member States in 2015 that established 17 interlinked SDGs to be achieved by 2030. The goals provide a comprehensive framework for furthering sustainable development for the good of the “people, planet, and prosperity.” The SDGs have been operationalized with specific targets and indicators for monitoring progress.

### SUSTAINABLE DEVELOPMENT GOALS (SDGS)







## UN Reform

UN RCs play an important role in advancing the UN's efforts to support national governments to achieve the SDGs at the country level. As the Secretary-General's country-level representatives for development assistance, they coordinate the collective work of [UNSDG](#) agencies, funds, and programmes working on development activities. They also oversee UN country teams.

Effective January 1, 2019, the [reform of the UN development system](#) included establishing RCs who are reinvigorated, empowered, independent, and fully dedicated to coordinating the development activities of UN entities to ensure sustained social, economic, and environmental gains at the national and local levels, while leaving no one behind.

## High-Level Political Forum on Sustainable Development and Voluntary National Reviews

The [High-Level Political Forum on Sustainable Development \(HLPF\)](#) is an important follow-up and review mechanism of the 2030 Agenda. The eight-day annual forum hosts ministers of Member States and includes heads of state and government every four years. The Forum adopts inter-governmental negotiated political declarations and also provides a platform for the presentation of [Voluntary National Reviews \(VNR\)](#). VNRs give countries an opportunity to share their progress and challenges in implementing the SDGs nationally as well as the lessons learned with a view to accelerating the implementation of the 2030 Agenda.

The VNRs are also an important vehicle for governments to build multi-stakeholder support and partnerships. The inclusion of private sector representatives in the VNR drafting process would help to strengthen engagement, help stakeholders to identify areas of convergence for valuable partnerships, as well as highlight best practices and obstacles for enterprise and job creation.

### Get involved in the VNRs

Including the voice of the private sector, as expressed by employer organisations, in the VNR preparation process would help to build bridges with national governments and the UN system in practical and solutions-oriented dialogue. Engaging in the collaborative process of preparing the VNR, centered as it is on the SDGs, can highlight the bottlenecks that hamper progress toward sustainable development and COVID-19 socioeconomic recovery, as well as identify the necessary action to address the challenges.

Bringing the private sector into the VNR process not only helps to spur action towards achieving the SDGs, the partnerships this can foster will themselves help make progress on SDG 17 to “Strengthen the means of implementation and revitalize the global partnership for sustainable development.”

[43 countries have signed up to present their VNRs](#) during the HLPF in July 2021. The time to become an active stakeholder in the preparation process is now. Employers are encouraged to seek out the VNR focal points in their respective countries to actively engage in the process.

# United Nations Global Compact

**The United Nations Global Compact (UNGC)** is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals. As a participant of the UNGC, a company:

- sets in motion changes to business operations so that the UNGC and its **Ten Principles** become part of strategy, culture, and day-to-day operations;
- is expected to publicly advocate the UN GC and its principles via communication vehicles such as press releases, speeches, etc.; and
- is required to communicate with its stakeholders on an annual basis about progress in:
  1. implementing **the Ten Principles; and**
  2. efforts to support societal priorities.

UN GC's Ten Principles also serve as a framework which other UN entities integrate in their own private sector partnerships

## THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

### Human Rights

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and

**Principle 2:** make sure that they are not complicit in human rights abuses.

### Labour

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** the elimination of all forms of forced and compulsory labour;

**Principle 5:** the effective abolition of child labour; and

**Principle 6:** the elimination of discrimination in respect of employment and occupation.

### Environment

**Principle 7:** Businesses should support a precautionary approach to environmental challenges;

**Principle 8:** undertake initiatives to promote greater environmental responsibility; and

**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

—  
The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

## Global Compact Local Networks

The UN Secretary-General has mandated the UN Global Compact to be a driver of responsible private sector engagement across the United Nations system and scaled-up business support for the Sustainable Development Goals. One of UNGC's primary roles is better connecting United Nations country teams with the private sector, including SMEs, at the national and local levels. This is taken forward in many countries through Global Compact Local Networks: business-led organisations which sign a Memorandum of Understanding with the UN Global Compact to advance the initiative at the local level. They collectively engage thousands of companies in events, projects and initiatives using the 2030 Agenda as their overarching framework. Through a diverse range of awareness raising and capacity building initiatives, Global Compact Local Networks take a holistic approach to moving the needle on corporate sustainability by accompanying companies of all sizes throughout their journey towards embedding responsible business practices into their operations. Local Networks engage all levels of management, including CEOs. They support companies to become partner-ready so they can collaborate with the broader UN system to make meaningful contributions to the 2030 Agenda. Local Networks work closely with RCs and UNCTs to provide advice and support on strengthening UN engagement with the private sector in their countries. Local Networks often work closely with EBMOs given their shared interests and the many stakeholders and partners they hold in common.

## Employer organisations' engagement with the SDGs

In 2015, through the Bahrain Declaration, the global employer community affirmed its support for the SDGs and its readiness to work and cooperate at national and international levels to reach the targets.

Business is committed to the SDGs, not only because implementing the 2030 Agenda is the right thing to do, but also because of the strong business case for doing so: companies can't function in a world rife with poverty and climate change disasters. At the same time, the 2030 Agenda itself opens up business opportunities, and the potential for job creation, which companies need to unlock with innovative approaches to tackle the challenges the world is facing.

Employer organisations are very engaged in raising awareness and building capacity on the SDGs, promoting peer-learning between private sector actors, and organising collective action to address the root causes hampering progress towards the targets. EBMOs, which in many countries contribute to policymaking through their role in economic and social councils and, as social partners, along with trade unions, shape labour market frameworks, can ensure that SDG implementation reflects the needs of the real economy. The IOE website has information on policy priorities on sustainable development.



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## Concrete examples of employer organisations' SDG-related activities

### The Federation of Belgian Enterprises

The **Federation of Belgian Enterprises (VBO-FEB)** collaborated with the Antwerp Management School, the University of Antwerp, UCLouvain, and other social partners to develop a Belgian SDG Barometer. The **SDG Barometer** assesses whether and to what extent organisations are taking steps to achieve the SDGs. The first report on progress and implementation was published in 2018.

VBO-FEB asked businesses, social organisations, educational institutions, and public organisations to provide input. To incentivize participation, the employer federations invited the respondents who fully engaged in the study to the SDG Forum (October 29, 2020 in Brussels), during which the results of the Barometer were presented.

Such efforts help to raise awareness of the SDGs among members of employer federations and convey the importance and benefits of aligning with the 2030 Agenda.

“

“Achieving the goals will not be easy and will require long-term effort and investment. But companies already committed to the SDGs are reaping a competitive advantage.”

– Pieter  
Timmermans, CEO,  
Federation of  
Belgian Enterprises

### Business for 2030: An online platform of sustainable development case studies

The United States Council for International Business (USCIB) **Business for 2030** web portal highlights corporate contributions to sustainable development through case studies focused on the SDGs. It features companies' and business organisations' contributions to projects from over 150 countries. The initiatives are listed by specific SDGs, as well as by company and country.

The site seeks to encourage a more productive partnership between the public sector and business – at the UN and national levels – and to demonstrate the need for a proportionate role for business in the negotiations, implementation, and follow-up mechanisms of the 2030 Development Agenda.



## The Russian Union of Industrialists and Entrepreneurs (RSPP)

The Russian Union of Industrialists and Entrepreneurs (RSPP) developed a set of tools for the practical application of principles of responsible business management, like transparency and the introduction of advanced standards of business culture (including in the sphere of ensured employment, decent labor conditions, increased productivity, etc.). The national Social Charter of Russian Business, adopted by the business community, contains a set of responsible business principles based on the UN Global Compact, and includes more than 250 voluntary organisations.

Other initiatives implemented by the RSPP include:

- a joint project with the Moscow stock exchange to calculate sustainable development stock indices on the basis of the public accounting of the 100 largest companies and the identification of leaders in the field of sustainable development;
- maintenance of the National Register, a library of corporate non-financial reports and corporate practices (containing the practices of more than 200 companies, including in the field of professional development and social support for employees, support programmes for SMEs, etc.); and
- cooperation at the global level with the ILO and IOE.

## Keidanren (Japan)

The Japan Business Federation Keidanren revised its Charter of Corporate Behavior in 2017 to position Society 5.0 for SDGs as a key pillar and promote corporate initiatives aimed at creating a sustainable and inclusive society. Keidanren's initiatives to realize Society 5.0 for SDGs include:

- reforming industrial structure with digital transformation;
- expanding open innovation by major companies and start-ups;
- boosting local economies by strengthening ties with local business groups, promoting business matching between member companies and local enterprises and universities, setting up collaborative projects between agriculture and business, and working to revive and rebuild industries in disaster-affected areas;
- promoting constructive dialogues with investors – conducting joint research with the University of Tokyo and the Government Pension Investment Fund, publishing the report “The Evolution of ESG Investment, Realization of Society 5.0, and Achievement of SDGs,” and declaring action plans for each to implement in order to realize Society 5.0 for SDGs;
- implementing workstyle reform and encouraging diversity and inclusion;
- promoting voluntary initiatives on energy and environmental issues, such as climate change, resource circulation, biodiversity, and environmental risk management; and
- launching Challenge Zero, an innovation challenge to develop net zero emission technologies, their deployment, and finance for companies actively engaged in these challenges.



## Committee of Agricultural, Commercial, Industrial, and Financial Associations (CACIF), Guatemala

Within the framework of the XII Ibero-American Business Meeting, held in Antigua Guatemala in November 2018, which addressed the 2030 Agenda as a priority for the Ibero-American region, the Committee on Agricultural, Commercial, Industrial and Financial Associations (CACIF) made an initial technical effort to highlight the Organized Private Sector's multidimensional contribution to fulfilling the SDGs.

The first edition of the document “Acting in the present, thinking about the future” five business chambers, and other private sector organisations, were involved in this activity. A total of 120 projects were identified, with contributions to 10 of the 17 SDGs (2, 3, 4, 6, 7, 8, 9, 12, 13, and 16). The document compiles 40 Guatemalan Exporters Association (Agexport) projects that have impacted, on average, 422,345 Guatemalans. For its part, Guatemalan Sugar Group has led more than seven programmes on health and education at the local level, with over 50 interagency alliances contributing to more than 200 communities. Agro Group has implemented more than 60 projects, directly impacting 400 communities, while the Guatemalan Construction Chamber has benefited approximately 5,000 people on average through 13 projects.

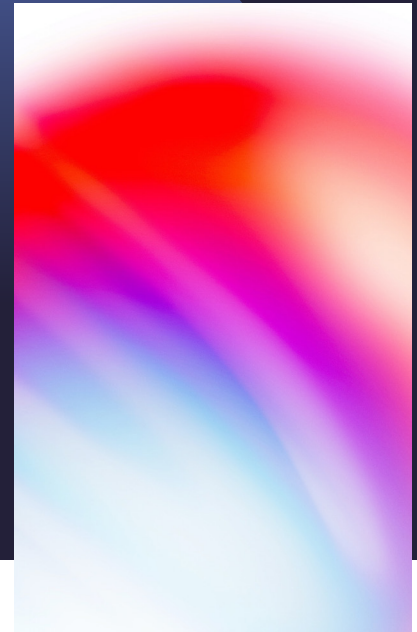
The multidimensional actions reported in this document served as input in the 2019 VNR. CACIF presented them at the UN HLPF on Sustainable Development in New York, USA in July 2019.





## IV.

# Financing for Sustainable Development



Financing for Sustainable Development is the umbrella under which the UN supports the follow-up and financing to agreements, commitments, and development-related conferences and summits.

Chief among these is the 2015 [Addis Ababa Action Agenda](#) (Addis Agenda), which provides the global framework for financing the [SDGs](#). The Addis Agenda draws from all sources of investment, public and private, in support of “a revitalized and strengthened global partnership for sustainable development that can end extreme poverty and deliver [sustainable development for all](#).”

### Growing need to partner with the private sector

Achieving the SDGs will not be possible without a “whole-of-society approach” that draws on all resources (international, national, public, and private) – both in implementation and financing. Realizing the SDGs will require an investment of trillions of dollars annually from the public and private sectors although, currently, the investment in the SDGs falls far short of what is needed. The challenge of financing the 2030 Agenda has become even greater due to the public health and socioeconomic shocks caused by the COVID-19 pandemic as well as by other global issues, such as high debt, increasing trade restrictions, and slowing economic growth, according to the [Financing for Sustainable Development Report 2020](#).



## UN initiatives on increasing Financing for Sustainable Development

### Global Investors for Sustainable Development Alliance

To strengthen the financing of the 2030 Agenda, in 2019 the UN Secretary-General convened the Global Investors for Sustainable Development (GISD) Alliance. This group of business leaders provides advice on removing impediments and implementing solutions to expand long-term investment for sustainable development.

The GISD aims to:

- unlock long-term finance and investment for sustainable development;
- mobilise additional resources for the countries and sectors most in need; and
- help to align business operations and practices with the 2030 Agenda for Sustainable Development.



### What is the Global Investors for Sustainable Development (GISD) Alliance?

30 CEOs, recognized leaders of major financial institutions and corporations spanning all the regions of the world, make up the GISD.

The Alliance focuses on delivering concrete solutions to increase long-term finance and investment in sustainable development (as outlined in the GISD Joint Statement).

GISD's work is supported by a Strategy Group appointed by the CEOs and by United Nations system partners coordinated by the UN Department of Economic and Social Affairs.



The GISD's Call to Action for COVID-19 bond issuance encourages companies and governments to issue innovative social bonds to address the COVID-19 pandemic. Funds raised through these bonds are to be used as an immediate response to the crisis and to support a sustainable recovery. The Call to Action defines the direct and indirect challenges presented by the pandemic and outlines the expectations for a COVID-19 bond issuance in alignment with the SDGs.

### Joint SDG Fund

The Secretary-General qualifies the Joint SDG Fund as an essential part of UN development system reform, referred to as the “muscle” for RCs and a new generation of United Nations country teams. The Secretary-General is counting on Member States to financially incentivize an expanded response to the SDGs at the country level. This should be implemented by promoting a whole-of-government approach and by supporting collaboration between UN agencies, development partners, and the private sector. The Joint SDG Fund has four key features that promise to bring about substantial positive change: 1) its laser focus on facilitating integrated policy support with the transformative impact needed to accelerate the SDGs; 2) its huge potential to facilitate a shift in the UN from development aid and charity to a bundle of financing solutions attracting public and private capital at scale; 3) its crucial support to UN development reforms; and 4) its competitive design and rigorous operational framework.

### The Fund invests in two portfolios:

The Integrated Social Protection portfolio: As the strategic instrument for galvanizing SDG acceleration, the Joint SDG Fund invested \$70 million, and mobilized \$32 million in co-funding, in a portfolio of 35 joint programmes in 39 countries on Integrated Social Protection to Leave No One Behind. The call for concept notes was launched in March 2019, leading to 114 country applications. A total of 35 high-quality proposals were developed into full-fledged joint programmes and launched in 2020. Main partners in these programmes include national ministries and authorities, the UN RC, UN agencies, employer federations, and associations, trade unions, and civil society organisations. The portfolio re-purposed 25% of programme budgets to address the systemic impact of COVID-19.

The SDG Financing portfolio: The Joint SDG Fund aims to close the financing gap to achieve the SDGs in developing countries through systemic action by the UN system. The work on SDG financing is structured around two components:

- Reinforcing the enabling environment for SDG investing (Component 1 Brochure): The Fund supports the development of financing strategies and enabling frameworks. The first Call on SDG Financing for Component 1 resulted in the approval in June 2020 of 62 joint programmes that constitute a pioneering wave of actions to close the SDG financing gap in some 70 countries.



### JOINT SDG FUND IN ACTION

9 Joint SDG Fund programmes have employer federations as main partners:

#### Argentina

(Industrial Union of Argentina)

#### Bangladesh

(Bangladesh Tea Association)

#### Georgia

(Georgian Employers' Association)

#### Kenya

(Federation of Kenya Employers)

#### Mauritania

(National Union of Mauritanian Patronage)

#### Mexico

(National Employer Association of Domestic Workers)

#### Mongolia

(Mongolian Employers' Federation)

#### Thailand

(Employers' Confederation of Thailand)

#### Uzbekistan

(Confederation of Employers of Uzbekistan)

- Catalysing strategic investments (**Component 2 Brochure**): The Fund supports key initiatives that can leverage public and private financing to advance the SDGs. In the context of constrained public resources, a catalytic pipeline of investments needs to demonstrate that different forms of capital can be accessed for the purpose of the SDGs and be progressively aligned with them. The Fund provides the catalytic grant capital that can unblock these opportunities and, therefore, targeted investments will lead to replication and scaling up, even in the most difficult contexts, such as in least developed countries, small island developing states, or fragile states. More information is available at <https://sdginvest.jointsdgfund.org>.

## Kenya UNSDG Partnership Platform – Multi-stakeholder engagement and financing of the SDGs

The Government of Kenya announced at the UN General Assembly meeting in September 2017 that it had established the **SDG Partnership Platform** as a high-level collaboration between the Government of Kenya and the UN system in the country to accelerate the attainment of the SDGs in Kenya by enhancing multi-stakeholder and cross-sectoral partnerships. The Partnership outlined the **“ecosystem” approach of PPPs** for leapfrogging challenges in collaboration with the World Economic Forum.

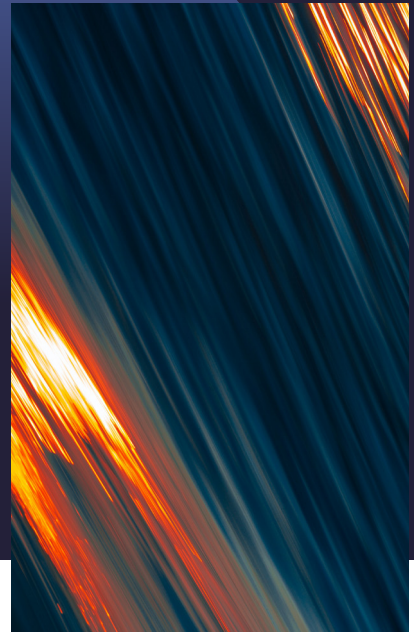
The Platform convenes a range of partners from government, the UN, the private sector, civil society, philanthropy, academia, and faith-based organisations to create diverse SDG accelerator windows. Primary healthcare – contributing to the SDG 3 cluster – will be the first window. Subsequently, the Platform will open additional windows to reinforce thematic SDG clusters in support of Kenya’s Big Four agenda. The Platform has received global attention and acknowledgment and was selected as one of the three most promising UN models to transition “from funding to financing” for the attainment of SDG impacts.

Its successes: Strong multi-stakeholder governance and coordination structures, an established multi-partner trust fund with \$7 million funding and in-kind support, a \$200 million investment pipeline for the healthcare window, and co-founding of the National Business Compact on Coronavirus.

Its lessons: A vision of partnerships as an enabling ecosystem, the need for high-level advocacy, and the importance of a strong sense of ownership among partners.

# V.

## Partnerships and Improving Collaboration



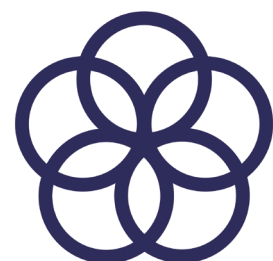
Partnerships are key to achieving the SDGs. Companies, governments and civil society can no longer afford to work in silos. An important improvement in the SDGs from the Millennium Development Goals is the establishment of SDG 17, a specific goal pertaining to partnerships. This SDG highlights and recognizes the role business plays in the sustainable development agenda and the need for global cooperation among all actors.

The UN Secretary-General has repeatedly called for the UN development system to increase the number and scale of its multi-stakeholder partnerships to support the implementation of the 2030 Agenda.

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Strengthen the means  
of implementation  
and revitalize the global  
partnership for sustainable  
development

**17** PARTNERSHIPS  
FOR THE GOALS



## What's needed?

### Raising awareness

Some challenges are linked to insufficient awareness in both the private and public sectors of the possibilities of collaboration on the SDGs. Organisations, such as the UN Global Compact or the World Business Council for Sustainable Development (WBCSD), are active in this regard. However, a key challenge is accelerating the speed, scope and scale of collaboration between the UN, governments and business by attracting companies that have not yet been sufficiently involved. Whereas the UN and its agencies need to ensure that UN RCs and UN country teams are well briefed and informed about the benefits and processes of engaging with the private sector, EBMOs may need to intensify efforts to reach out to their company networks to raise awareness of the benefits and opportunities of partnerships, build capacity, and support businesses in their engagement with the UN.

The SDGs are still new to some companies that need assistance to understand, advocate, and implement the goals. Employer organisations can provide services, in the form of advice, networking opportunities, or advocacy; EBMOs have the potential to develop and deliver these new services. However, the challenge is to ensure that all the parties are aware of EBMOs expertise, so they are informed and updated regularly in order to strengthen the capacities and provide the needed support. For both UN RCs and EBMOs, the learning and relationship-building needs to be an ongoing process.

### Clearing bureaucratic hurdles

As several UN assessments have shown, the public sector could improve the manner in which it engages with companies. A lengthy and heavy bureaucratic approval processes can discourage companies from pursuing many public-private partnerships. It often incites them to operate alone with peers or in collaboration with other initiatives. Improving the manner in which risk-taking is addressed is also needed. The public sector tends to avoid risk because of obligations towards the public good and the scrutiny that it entails. As important as proper risk management is, however, the UN and governments should be encouraged to continue to find creative ways to address risk without impeding innovation and collaboration.

- UN RCs and colleagues should be well informed about the benefits and processes of engaging with the private sector.
- EBMOs need to raise awareness of the benefits of alignment with the SDGs.

- Processes to engage in partnerships are often too long, overly bureaucratic and opaque.
- The public sector could become more agile and entrepreneurial and develop innovative and more appealing approaches to collaborate with the private sector.

### **Identifying the value-added contribution of businesses beyond funding**

A perception issue also exists. Too often, the role of business is reduced to funding certain projects. However, companies have much more to offer, e.g., expertise, networks on the ground and, most importantly, the ability to directly implement certain projects or ideas. Thus, it is necessary to look more comprehensively at the contribution business can make to the SDGs and how the public and private sectors can leverage their respective strengths. The UN's credibility and massive outreach can also be used to a greater degree. The UN and the private sector can become much more strategic in their partnerships, with each player bringing its own competitive advantages to maximize impact.

- **Comprehensively exploring businesses' potential contribution to the SDGs, bringing to bear their competitive advantages, is essential.**

### **Speaking a common language and identifying joint interests**

Communication challenges between employers, business, and the UN hamper deepened collaboration. UN language often fails to attract the private sector and the private sector lacks consultation. Efforts to simplify and shorten the language would help, as would a narrative that reinforces the goals and that can be understood by all parties. A simple but powerful example of this is ensuring that UN partners avoid the use of lengthy acronyms or references to technical concepts without providing sufficient explanation to their business partners. Similarly, employer organisations can support the UN to improve its understanding of the private sector and how it operates. Moreover, stronger, results-oriented messages with clear deliverables are conducive to progress. Holding a meeting may not be considered an achievement but communicating its outcomes and recommended actions is productive. Setting key performance indicators (KPIs) is important in this regard. Dialogue should seek to identify joint interests between all major stakeholders, including governments, UN RCs, and EBMOs. Inclusive, sustainable, and sustained growth is certainly one of the shared priorities.

- **Communicating in plain business language and setting key performance indicators are key.**

### **Inclusive engagement of the business community**

SMEs are the backbone of most economies. Their engagement in UN activities should be systematic yet, so far, their commitment to UN goals is scarce. They need to be more significantly involved in sustainable change. At present, business support for the 2030 Agenda is primarily driven by large multinationals. The challenge of involving SMEs has been recognized for some time, but their potential has not yet been unlocked. Employer federations are key in this regard as their membership includes SMEs and they facilitate SME engagement by collecting and amplifying their perspectives. Inclusive engagement means also engaging with all economic entities and not limiting business engagement to a few sectors deemed to be particularly sustainable. All sectors have the opportunity to increase their sustainability and to contribute through partnerships and collaboration to the 2030 Agenda.

- **Inclusive engagement brings SMEs to the table.**

## Ensuring the private sector is an important stakeholder in policymaking, including in Cooperation Frameworks

Policy work at the UN at the regional and national levels is critical. But business views can be integrated in a more systematic manner in the development, review, and implementation of policies. The private sector can offer important expertise and knowledge on possible action, measures, and strategies to implement the 2030 Agenda. As the consolidated voice of business, EBMOs have the representativeness and legitimacy to shape policy, and to make sure that policies are designed in a way that fully considers the courses of action and reflects the needs of the real economy. EBMOs understand the on-the-ground realities and can provide concrete advice and implementation approaches. What's more, employer organisations and the UN have the convening power that can make a difference. Together, they can play a collaborative role in the negotiation, implementation, and follow-up mechanisms of the 2030 Agenda at both the international and national levels.

- **EBMOs need to be part of the UN Sustainable Development Cooperation Framework at every stage, including in the planning, implementation, and follow-up phases.**

Including employer organisations from the very beginning of the process of developing and implementing the UN Sustainable Development Cooperation Framework is therefore key. The recent dialogues between RCs and employer organisations, though, have shown that the engagement between the parties is currently sporadic. Consultations with the representative voice of business should be mainstreamed throughout the work of the UN RCs – not an afterthought. Appropriate structures can be established, or existing ones can be used for this purpose.

## Recognise that good governance is key to realising the full potential of collaboration

Overall, to fully unleash the potential of partnerships with the corporate sector, governments, in collaboration with the UN, can create an enabling environment that allows business to create decent jobs in the formal sector, driving economic growth and sustainable development. Good governance and the right regulatory environment are key to enable and encourage companies to engage further and invest in achieving the SDGs.

# 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Corruption and weak governance undermine the provision of essential public services, especially to the most vulnerable, as well as the rule of law, and create a difficult business environment.<sup>2</sup> Indeed, SDG 16 calls for “peace, justice and strong institutions” as a prerequisite for sustainable development. Systemic challenges require a systems change approach and as we move from the dialogues to partnerships on the ground, one of the key areas for collaboration is improved regulation and legislation that promotes job growth and decent work. The EBMO’s role in the policy-making process alongside social partners in many countries, means they can contribute to creating an appropriate regulatory framework for reaching the SDGs, including strengthening the rule of law and good governance.

2 [#UNGPsPlus10 - Achievements, challenges, and the way forward in the uptake and implementation of the UN Guiding Principles on Business and Human Rights, IOE, February 2021](#)



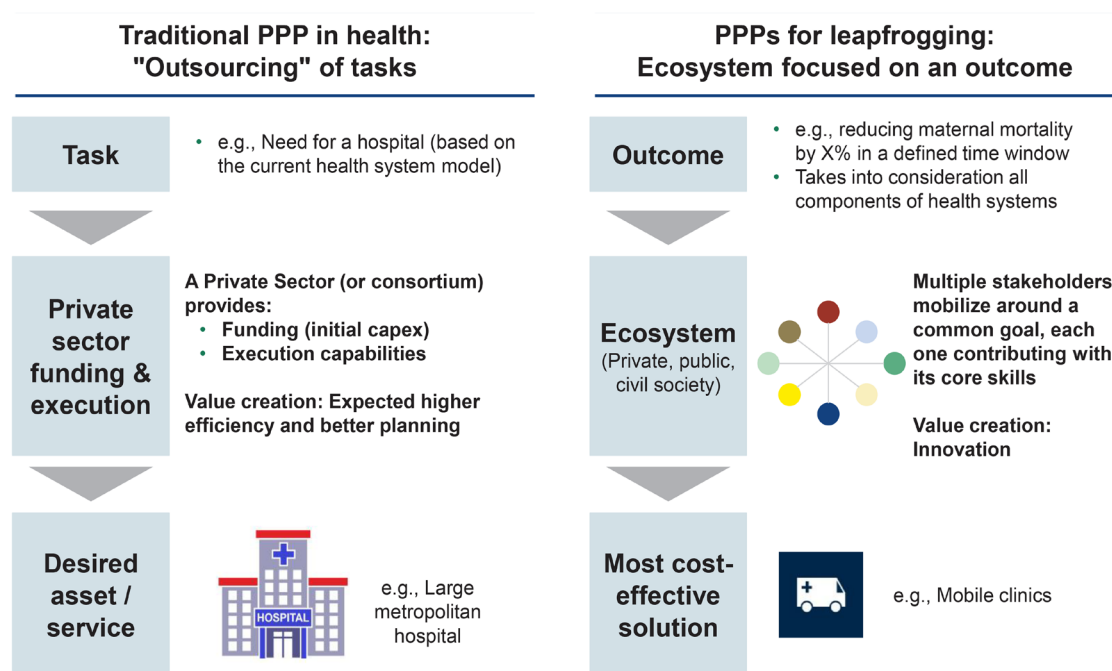
## Successful private sector collaborations and public-private partnerships (PPPs)

Partnerships can have very different features, formats, and characteristics. There is no one-size-fits-all approach to partnerships and the conditions applied to them. There cannot be only one gateway to PPPs between businesses and UN agencies. The engagement between the UN and the private sector benefits from open, dynamic, and flexible arrangements.

- Governments and business should strengthen collaboration to address informality and create a conducive regulatory environment.

The formal structure of a PPP is subject to the national laws of the host country. Much depends on the scope, partners, and duration of the collaboration.

Successful PPPs take an ecosystem approach: rather than “outsourcing” certain programme tasks to the private sector, these cooperative arrangements should include business as a strategic partner to create innovative solutions, as shown in the following example:



Source: [World Economic Forum](#)

## Public-private partnership best practice examples

Based on the dialogues and research into best practice case studies, several PPPs can be highlighted as exceptional models for engagement.

### GAVI, the Vaccine Alliance

GAVI makes no secret about what constitutes a successful public-private partnership. It's a partnership model that benefits from the combined strengths of its participants: scientific expertise plus UNICEF's procurement system, the World Bank's financial acumen, and vaccine manufacturers' knowledge about the vaccine industry. And it has a single-minded focus: increasing access to immunization in poor countries.

To guarantee long-term success, it is also a business model. It pools demand for vaccines, thus leveraging economies of scale; secures long-term funding through co-financing payments and long-term donor support; and shapes vaccine markets, thus helping to provide vaccines at affordable prices. This helps GAVI accelerate access to vaccines for the nations needing them most. The use of vaccines leads to healthier and more productive populations, bringing about stronger economies and lower societal costs.

“

“Institutions such as Gavi, the Global Fund and the Global Polio Eradication Initiative are the closest things that we have to surefire bets to alleviate suffering and save lives. They are the best investments that Melinda and I have made in the past 20 years, and they are some of the best investments the world can make in the years ahead.”

- Bill Gates, Co-Chair of the Bill & Melinda Gates Foundation, in *The Wall Street Journal*

“If you want to go fast, go alone. If you want to go far, go together.”

– African proverb



## Kenya

Kenya sought to design a sustainable programme in 2017 to address maternal mortality. In a partnership with the United Nations Population Fund, the Kenyan National Ministry of Health, and county health authorities, and with major corporate support from GSK, Huawei, Philips, and others, the UN RC and his partners identified nearly 20 potential solutions to the problem of deaths related to pregnancy and childbirth. A private sector Reproductive, Maternal, Neonatal, Child and Adolescent Health Collective Action Secretariat acted as the interface between the sectors, facilitating and coordinating their efforts. The results after two and a half years?

**30% fewer  
deaths**

**A \$120 million  
enterprise with  
specific financing  
initiatives**

**A new approach  
to PPPs**

**Stakeholders  
operating in  
a multilateral  
framework**

*- IOE-KAS virtual workshop, May 20, 2020 and deep dive discussion, September 30, 2020*

## Project Last Mile

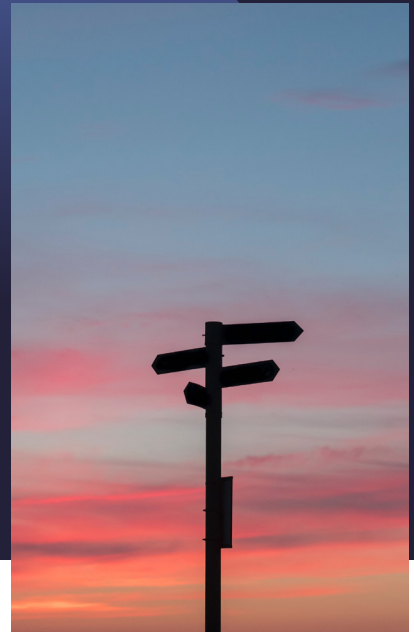
Across Africa, governments and donors have made progress in getting medicines into African countries. However, the medicine does not always reach the health facilities accessible to people in more remote areas, and nearly 50% of people lack access to these critical medicines. In contrast, a Coca-Cola product is available almost everywhere on the continent. By leveraging the expertise and network of the Coca-Cola System, Project Last Mile is a pioneering PPP with The Coca-Cola Company and Foundation, the Bill and Melinda Gates Foundation, The Global Fund, and USAID to help improve the uptake of life-saving health services and to enable medicines to go the “last mile” to benefit communities in Africa. The Project collaborates with regional Coca-Cola bottlers and suppliers to strengthen public health system capacity in supply chains by sharing the expertise and network of the Coca-Cola System with the local Ministry of Health. To date, Project Last Mile has supported work in eight countries in Africa: Ghana, Liberia, Mozambique, Nigeria, Sierra Leone, South Africa, Eswatini, and Tanzania. Combining what is arguably the world’s most extensive supply chain and distribution channel with the challenges of delivering life-saving medicines and supplies in Africa has created a long-standing partnership between The Coca-Cola Company and ministries of health across the continent. There is no doubt this network will play a role in distributing COVID-19 vaccines.

### GLOBAL PARTNERS



## VI.

# Considerations for Collaboration



Based on the IOE-KAS dialogues, discussions with partners and work throughout the years in building partnerships, the following guiding principles for collaboration<sup>3</sup> are offered for consideration:

- Establish, identify, and engage with appropriate focal points.
- Identify some shared values, interests and goals.
- Make an effort to understand each party's priorities and needs.
- Identify each stakeholder's added value and strengths.
- Agree on the form of collaboration, whether it is best accomplished through a simple engagement or a formal public-private partnership.
- Consider using existing structures for engagement before creating new ones.
- Establish each party's commitments and contributions, whether they are financial, technical, capacity-related, etc..
- Ensure all sides feel safe in the partnership and foster mutual trust.
- Agree on communication procedures and respect confidentiality.
- Make an effort to speak a common language, avoiding overly UN- or business-specific vocabulary.
- Clarify the purpose of the collaboration, ensuring alignment with the SDGs and mapping relevant SDG targets/indicators.
- Create a measurement and evaluation plan with sufficient capacity and independence to ensure accountability and transparency.
- Give the partnership and/or collaboration public visibility to set a good example for other employer federations and UN stakeholders.

<sup>3</sup> These considerations for collaboration draw inspiration from the [UN Global Compact Local Network Issue Engagement Framework](#), the [Ten Principles of the UN Global Compact](#), the [Harvard Kennedy School tenets for multi-stakeholder engagement](#), and the [UN Human Rights approach to engagement with the business sector](#).



## VII. Conclusion



It is hoped that this Playbook will assist both UN RCs and employer organisations in working better together to ensure no one is left behind as we try and #BuildbackBetter. Dialogues and “deep dives” into technical issues will continue between the parties in the future and may focus on different regions. Any updates coming out of these dialogues will be shared with RCs and employer organisations.

We would like to thank Konrad Adenauer Stiftung (KAS), the UN United Nations Development Co-ordination Office (UN DCO) and the International Organisation of Employers (IOE) for their input to this playbook. A special thanks to Shea Gopaul, who led this project, as well as Andrea Os-theimer de Sosa, Matthias Thorns, Brian James Williams, Sebastian Borchmeyer, Angus Maclean Rennie, and Angela Goullovitch for their detailed inputs and edits.





# VIII.

## Key Knowledge Sources/Links



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United Nations, Department of Economic and Social Affairs, [2020 Voluntary National Reviews Synthesis Report](#), High-Level Political Forum on Sustainable Development

United Nations, [Financing for Sustainable Development Report 2020](#)

United Nations Global Compact, [The United Nations and the Private Sector: A Framework for Collaboration](#), September 2008

United Nations, "[Partnerships for the SDGs](#)"

United Nations, Sustainable [Development Cooperation Framework Guidance](#)

United Nations Sustainable Development Group, [The Resident Coordinator](#)

World Economic Forum, [Health Systems Leapfrogging in Emerging Economies](#), May 2016

# IX.

## Additional resources



[Foundational Primer on the 2030 Agenda for Sustainable Development](#)

[List of UN Resident Coordinators](#) (as of February 2021)

[List of IOE Members & Regions](#)

[UN Sustainable Development Cooperation Framework](#) Implementation – a schedule regarding when Cooperation Frameworks would be in development and implemented

[High-level Political Forum on Sustainable Development](#) (HLPF)

[Voluntary National Reviews \(VNR\) Database](#)

[SDG Guide](#) – Getting Started with the Sustainable Development Goals: A Guide for Stakeholders

UN Global Compact, [Better Business, Better World Report](#)

International Labour Organization (ILO), [Employers' and business member organizations and sustainable development goals](#)

[SDG Compass Guide for business action on the SDGs](#) - a guide for companies on how they can align their strategies as well as measure and manage their contribution to the realization of the SDGs.

[CEO Guide to SDGs](#): a video that sets out clear actions that CEOs can take to begin to align their organisations with the SDGs and plot a course towards unlocking the value they represent.

[UN Department of Economic and Social Affairs \(DESA\), SDG Good Practices Database](#) – selected good practice examples of good practices of stakeholders, including private sector in aligning with the SDGs

[IOE Position Paper - 2030 Agenda and the Role of Business](#)

[Business and the UN working together towards the SDGs](#): a report that focuses on how to create successful partnerships between the UN and business for SDG implementation.

[US Council for International Business \(USCIB\), Business for 2030](#)

World Bank, [Ease of Doing Business Rankings](#)



A powerful  
and balanced  
voice for business

