

SIDA 2011

Business for Development

Programme for Sida's cooperation with the business sector 2010-2012



Business for Development

The private sector drives innovation, investment and growth. Competitive markets are one of the most effective ways of creating more and better jobs, higher incomes and prosperity, which in turn leads to empowerment and economic independence.

Sida aims at maximizing the impact of the private sector on development and poverty alleviation by:

- 1 Supporting private sector development (PSD). Working with the governments of developing countries and other bilateral and multilateral organisations as well as development finance institutions (DFI), Sida aims to contribute to efficient market forces, and create a conducive environment for private investment where business activity can flourish.
- 2 Cooperation with private sector actors 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 a method and an approach for building systematic partnerships with the business sector. The purpose of engaging with the private sector is to mobilize resources and encourage companies to develop new approaches to extend their core business to contribute yet more to improved conditions for people living in poverty. The B4D method and approach can be used in many different sectors, such as health, education, agriculture, forestry, environment, energy, employment and infrastructure.

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Summary

Sida's programme for collaboration with the business sector¹ stems from the tasks given to Sida by the government and parliament, as well as an understanding that aid can become more effective by better harnessing the positive impact of private sector actors in their different roles – as actors focused on developing 'inclusive business', as advisors/dialogue partners and as suppliers in development cooperation.

It is clear that companies are actively involved, as part of their day to day core business activities, with many of the same issues that constitute Sida's core activities: human rights, reduction of poverty, climate change, and anti-corruption. In light of this, it is vital that Sida collaborates in a more strategic and coordinated way with businesses, whether Swedish, multi-national or in the partner 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 development goals it is of strategic importance that Sida finds ways of working in smart partnerships with business; partnerships that are commercially and environmentally sustainable and that create development results and contribute to poverty alleviation.

Cooperation with business must be founded on principles that are in agreement with the goals and mandates of development cooperation. Most often this is in accordance with the objectives of serious companies regarding long-term economic, social and environmental sustainability.

The forms of collaboration with companies will be developed within the framework of the Business for Development Tool Box (B4D). Several methods and approaches will be tested. Sida would like to increase the budget for these measures from €5.5 million to €38 million over a three-year period. Additional funds can come from country and regional allocations as well as the environmental loans and guarantees.

B4D

In cooperation with Sida, the business sector can contribute to sustainable development and sustainable markets.

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



Cooperation with business should be founded on principles that are in line with the goals and objectives of development.

The business sector's roles

Development cooperation can become more effective by making better use of the business sector in its various roles – as an actor working in its own interest as advisor/dialogue partner and as a supplier.

Making better use of business sector actors in their role as advisors and partners in dialogue will mainly be achieved within the Business and Development (BD) structure established by the Swedish government, but also through improved processes for the development of cooperation policies and strategies, and as a partner in dialogue with partner countries and other actors in development.

Business actors are also important in their role as suppliers in development cooperation. In this context it is important to influence the conditions for aid-financed procurement – increasing demands for Corporate Responsibility (CR), the life cycle cost perspective and anticorruption; conditions that are in the interests of both people in poverty and serious companies. In this regard the objectives of trade promotion and development assistance coincide to some degree, which is why collaboration between these two spheres of activity must be developed in a way that ensures mutual benefits.

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

A PROACTIVE AND FOCUSED PROGRAMME

The great global challenges – and the realisation of the Millennium Development Goals (MDGs) – cannot be handled without collaboration between a multitude of actors and all stakeholders, both within partner countries and at home. Sida benefits from long-standing well-developed cooperation with public authorities at national, regional and local levels, the academic world and non-governmental organisations (NGOs). However, Sida has not fully harnessed the potential that lies in collaboration with business sector actors, despite a general awareness of the importance of the private sector in global development and the tremendous need for private capital in order to address major global challenges.

This is why Sida is now developing a proactive and focused programme for collaboration with the business sector – Sida's Business for Development programme.

We know that many companies do a great deal of good for development and for people living in poverty – contributing sizeable resources, creating employment and growth, introducing good corporate governance and sustainable business principles (economically, socially and environmentally) as well as building up capacity and competence in partner countries. *Sida's challenge is to reinforce these positive effects through wise collaboration with business.*

At the same time there are many companies who do not share these values. Therefore it is also important for Sida to support efforts to counteract unsustainable undertakings, for instance by supporting the development of rules and regulations, civil society, a free media and responsible enterprise. Cooperation with business that acts responsibly can reinforce such efforts.

In the Swedish policy for partner driven cooperation² the private sector is one of the prioritized partners. Moreover, Swedish business is mentioned as being an important partner in several new cooperation strategies (including Colombia, Guatemala, India, Indonesia, Iraq, Kenya, China, Serbia, South Africa, Sudan and Vietnam).

The B4D programme concerns direct cooperation with *the business sector*

2) Policy for partner driven cooperation for global development, Appendix to Government Decision 19 December 2007 (UD2007/46452/JP)



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as an actor. While mindful of the demands for results, relevance and risk analysis, Sida's staff should strive to be innovative and dare to think in new ways and try that which has not been done before. New competence and new approaches towards entrepreneurship and the business sector is vital.

The programme intends to address the following issues:

- How should Sida and the business sector cooperate so as to create conditions where companies, within their own business activities, may contribute further to the development cooperation goals?
- How can Sida and the business sector make better use of each other as advisors and as suppliers in development cooperation?
- How should Sida organise and finance its work with business sector collaboration?



Cooperation with the business sector as an actor in development – the B4D tool box

Many companies and corporate organisations already contribute to development in many ways – they contribute sizeable resources, create employment and promote decent work, supply goods and services which benefit the poor and their businesses, strengthen human rights and democracy, build competence and capacity, develop awareness and provide access to global networks.

The business sector is multifaceted and includes everything from small enterprises in rural areas to large multinational companies. Its growth is of strategic importance when it comes to the opportunities for poor people to improve their living conditions. Development cooperation offers many different ways to stimulate and strengthen the positive role of business in the development process.

This view dominates the government's newly established policy for economic growth,³ the goal of which is to create 'improved opportunities for sustainable growth processes in poor developing countries'. Within the framework of Sida's support to private sector development and trade,⁴ Sida contributes to this goal in a number of ways, from global measures aimed at furthering the integration of poor countries in world trade, to local measures like improving livelihoods and market access for poor farmers.

The methods which donors can use to support private sector development include aid for policy reforms, institutional development, capacity building and infrastructure. In addition, recent years have seen a marked

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

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



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

increase in international interest for collaboration with business and business organisations (Business for Development). In line with Swedish government priorities, Sida's measures for a prompt expansion of this type of cooperation is reviewed below.

Development of the private sector is closely linked to social progress in general and its various dimensions: social development, human security, human rights, etc. Collaboration with business and private sector organisations, B4D, can therefore be utilised not just to promote economic development, but also as a tool in various sectors of development cooperation, as illustrated in the figure below:



THE FOLLOWING PRINCIPLES GOVERN SIDA'S B4D TOOLS:

THE GOALS of Swedish development cooperation are our point of departure: 'to contribute to making it possible for poor people to improve their living conditions' and "stronger democracies, fair and sustainable development as well as moving towards the EU and its fundamental values". We should therefore strive for a win-win situation when we collaborate with business. *'Win' for people living in poverty as well as 'win' for business.* If the gain is not mutual the activities will not be sustainable.

PARTNERSHIPS SHOULD STRIVE to be in line with the priorities of the *partner country*.⁵ And – in the case of larger projects – within the sectors that Sweden prioritises in the country in question, since Sida then has the necessary contacts, and staff in the field. As with all development cooperation, national ownership is of central importance.

B4D Principles

Cooperation is not unconditional. Sida places demands to create an active partnership.

⁵ Smaller contributions, such as support for innovations, can be provided in sectors which are not expressly prioritized by a partner country. Some CR measures may even be in direct opposition to the political interests in some partner countries.

THE WORK SHALL BE CHARACTERIZED by a *rights perspective*, and not result in private charity. Basic principles such as participation, transparency and responsibility are essential, and the roles and division of responsibilities between the state and the private sector must be clear. States have a responsibility to provide for instance 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.

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

WE SHOULD STRIVE for cooperation with *major companies* since these tend to have a greater impact than small and medium-sized ones. In addition, many large companies are present and already working in many developing countries, which makes it possible for them to replicate new business models and approaches globally. At the same time larger companies can inspire smaller ones to follow suit. However, we must also create opportunities for small and medium-sized companies since these often demonstrate higher rates of innovation.

WE SHOULD PLACE GREAT DEMANDS on our partner companies to *act responsibly, socially, economically and environmentally*. Companies must support and strive to follow the ten principles of the Global Compact, the International Labour Organisation's (ILO) fundamental conventions, and report systematically (large companies can for instance report in accordance with the Global Reporting Initiative, GRI).

WE SHOULD BE OPEN to cooperation *with the business sector from all countries*, not just Sweden. Sweden has many large companies, relative to its population, and many of these are at the absolute forefront in terms of taking social and environmental responsibilities seriously.

WE SHOULD AVOID distorting markets but never hesitate to facilitate *market development*, which can sometimes mean that poorly performing companies (those who function poorly with regard to the development goals) are made redundant and good companies can flourish.

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

SIDA'S CONTRIBUTIONS should concentrate on sectors which can provide *high returns* on the Swedish development aid funds. This means that we should not do everything that is good and possible, but that which achieves the greatest additional effect.

IN MANY WAYS the B4D concept coincides with Sida's mission concerning partner driven cooperation – mutual benefit for the partners to the advantage of people living in poverty. And exactly as with partner driven cooperation, B4D may be applied within *all countries of cooperation*. B4D instruments which require efforts from country or regional teams should be used in line with cooperation strategies. Some instruments, that do not require that Sida have specific country competence, may in some instances be used in other DAC countries.

To the extent possible, we will *coordinate with other donors* and harmonize our systems and regulations. This simplifies things for both companies and partner countries. It also enables a division of labour among donors. (The term 'other donors' includes civil society organisations and private foundations).

Sida's B4D Tool Box contains a number of components (or instruments) which partly are interlinked. Several components are already in place and being tested; others are under development or expected within the coming years. The prioritization and development is done in close cooperation with business, organisations, authorities and other donors.

The Tool Box is based on the continuous testing of new methods, drawing conclusions from concrete examples, studying what contributes to development, and amending or rejecting, in a process of continuous improvement.⁶

COMPONENTS IN THE B4D TOOL BOX

CORPORATE RESPONSIBILITY

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The area that perhaps has the greatest potential in a wider development perspective is that concerning companies' work with social and environmental responsibility. In this way the corporate world has moved right into core areas of development assistance, such as human rights, democracy and sustainable development. Corporate Social Responsibility is a concept which encompasses a vast field, ranging from charity to core business. The latter can be termed *Corporate Responsibility (CR)*, i.e. a company's duty to strive for economic, social and environmental sustainability. CR is the direction that is the most relevant for Sida.

A good example of collaboration concerning CR is Sida's support to the HIV/AIDS program in southern Africa that is run by the International Council of Swedish Industry (NIR), IF-Metall (an affiliate of the Swedish Trade Union Confederation) and several major Swedish companies. Another example is Sida's support for the corporate organisation Business for Social Responsibility, which works with Sexual and Reproductive Health and Rights (SRHR) issues in business. A third example is the idea of collaboration with Swedish buyers who place CR demands on their suppliers in e.g. poorer parts of China, where development assistance could support these suppliers' ability to live up to the CR demands.

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

6) The Tool Box project draws on 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

CHALLENGE FUNDS

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One way of encouraging good ideas for development 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 programme, where companies can apply for small grants for preliminary studies (and potential customers in developing countries can apply for larger grants for pilot establishments). Different project proposals are weighed against one another in the evaluation process on the basis of predetermined fixed criteria.

This type of support can be applied in other sectors and by using other mechanisms (the British Department for International Development, DFID, for instance, works with considerably larger projects). There are, for instance, also plans for a Swedish DemoHealth. The 'private sector planning grant' which is planned for Partner Driven Cooperation is also a challenge fund, though not sector specific.

PUBLIC PRIVATE PARTNERSHIP PROGRAMME

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Public private partnerships (PPP) concern cooperation with large companies. It can either be a matter of complementing value chains or of joint financing of important projects.

Private investments can have a greater positive impact for people living in poverty if the partner country in question and Sida establish a supplementary programme directed at specific parts of the value chain, either "upstream" or "downstream". 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 such a supplementary programme can be decisive in terms of an investment taking place at all (an example: the food industry is impeded because the farmers lack the knowledge and organisation to deliver the raw materials, which in turn leads to lack of employment and income for these farmers).

Another model for mobilising private sector resources is the United States Agency for International Development (USAID)'s Global Development Alliances. Here the businesses and USAID provide funding for a joint project and then contract a third implementing party. Yet another model is DFID's (UK) Challenge Funds. Through cooperation with actors such as USAID and DFID, we may be able to channel funds and initiatives concerning countries or sectors in which Sweden is not active.

Through PPP's, development aid and business ventures can thus create opportunities for development without aid being directed to the partner company. PPP's can be used in a reactive manner, in order to respond to good initiatives, as well as proactively, to seek solutions to problems encountered in the countries where Sida works.

INNOVATIVE FINANCE

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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 is developing instruments which combine grants, loans and guarantees with various types of private capital – both market based and philanthropic. This kind of approach could be replicated in other sectors, such as food security or in the areas of environment and climate change.

MARKET TRANSFORMATION

MARKET TRANSFORMATION

Civil society organisations in collaboration with the business sector can play an important part in trying to shift markets and production methods towards more sustainability – market transformation.

The Better Cotton Initiative, which is run by the World Wide Fund for Nature (WWF) together with a number of major companies (including IKEA, H&M, Adidas, GAP, Levis and Marks & Spencer) and which aims to produce a better environment and better incomes for small cotton farmers around the world, is one example. Through measures such as multi-stakeholder dialogue and voluntary certification, the world market is being induced to change. Comparable processes exist for a number of other commodities, such as palm oil, fish, soy, timber, sugar, etc.

INNOVATIONS AGAINST POVERTY

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constitutes a development of the Base of the Pyramid (BoP) concept. This instrument aims to support the development of goods and services for people living in poverty. Different forms of BoP support have been developed within the private sector, universities and aid organisations in several countries. Sida is working to strengthen Swedish BoP activities in dialogue with for instance the Confederation of Swedish Enterprise and the Royal Institute of Technology, Stockholm (KTH).

SOCIAL ENTREPRENEURSHIP

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An activity which is situated between 'hard core business' and 'do good' is social entrepreneurship (SE). This is a form of business activity which is becoming more widespread especially among young entrepreneurs. They wish to contribute to poverty alleviation, not through charity but by running profitable and sustainable companies where the profits are often reinvested in the business or in the employees' health, education and environment. Forms of collaboration with SE business will also be developed.

CLUSTER BUILDING

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Within the framework of partner driven cooperation, Sida has developed a concept that is based on the idea of a centrally placed facilitator organizing a cluster of companies, researchers, organisations and authorities around a specific theme. The aim is to bring together Swedish actors and relevant counterparts in the partner countries. "Meetings Points Mining", with the Geological Survey of Sweden (SGU) as facilitator, is the most developed cluster at this point. Other clusters may be developed within areas such as environmental technology, health, road safety, trade promotion, etc.

CORE SUPPORT TO ORGANISATIONS

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In many cases business organisations (e.g. the Stockholm Chamber of Commerce, the Confederation of Swedish Enterprise / the International Council of Swedish Industry (NIR), the World Economic Forum) can also contribute towards the achievement of the development cooperation goals in valuable ways. Such organisations form part of civil society, according to the Swedish policy for cooperation with civil society.

Sida is at present working on developing regulations and systems concerning support to business organisations – comparable to the support which is given to Swedish NGOs. A first step has been taken through a framework agreement with NIR and support to the World Association of Newspapers and News Publishers (WAN-IFRA).

COHERENCE, DONOR COORDINATION AND DIVISION OF LABOUR

In order to ensure effective implementation it is important that the different policy areas and various relevant parts of the public administration act in a coherent manner. Consequently, coordination is crucial. Additionally, effective donor coordination and division of labour is very important, among EU member states as well as internationally.

Aid effectiveness processes should also be promoted at the OECD/DAC-level, and at the same time Sweden can seek direct cooperation and division of labour among bilaterals.



The business sector as dialogue partner and advisor in development

Cooperation with business can contribute to development in many ways: in the implementation of the various sectors of development cooperation, in terms of input when policies and strategies are being formulated, as well as in dialogue and advocacy work.

THE BUSINESS AND DEVELOPMENT COUNCIL

Swedish companies often have good insights in terms of the opportunities and constraints for development in the countries where they operate. This knowledge often encompasses not only the private sector but also democracy, human rights, anti-corruption, health, education, etc. The Swedish government has therefore decided to establish a Business and Development (BD) Council, for high-level dialogue with the private sector in order to make better use of the business sector's experience, competence and resources in the implementation of the Policy for Global Development (PGD)⁷. A corresponding group consisting of civil servants and representatives from the business sector has also been set up, to prepare the Council's work. At country level, local BD consultation groups will be established.

OTHER FORA FOR INTERACTION WITH BUSINESS

The BD structure provides an important opportunity for dialogue, especially in the field, but there are also other fora. The business community is continuously involved in meetings with various actors and partners (e.g. in the Sida Development Area) and Sida takes part in meetings with various organisations such as Swedish Project Export (SPE) and Swedish Consultants.

7) Shared Responsibility: Sweden's Policy for Global Development
Ministry for Foreign Affairs, Government bill
2002/03:122
15 May 2003



Through cooperation and joint dialogue with for example public authorities, we can help business overcome obstacles to development.

Furthermore, private sector actors are invited to thematic meetings, for instance focusing on urban environment or maternal health, as well as to discussions on policies and cooperation strategies. However, there is considerable room for improvement in terms of communication and dialogue.

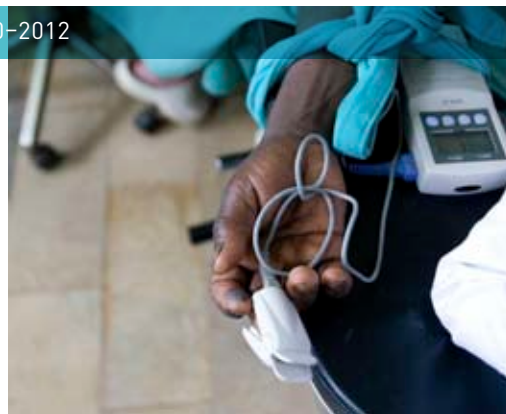
Sida should also take an active part in fora and events arranged by other actors, as this can be a useful way of reaching companies and organisations that have not yet integrated sustainability concepts into their activities.

DIALOGUE PARTNER

A prerequisite for the existence of a thriving private sector is a well functioning regulatory framework. Consequently, Sida supports the strengthening of institutions and regulatory frameworks in partner countries, regionally and globally. We do this through support for private sector development, public authorities, anti-corruption, and trade-related assistance. Sida's support of free media and civil society also contributes to the formation of public opinion regarding conditions in the business sector.

Sida will have a continuous dialogue with private sector actors – in Sweden, internationally and within the partner countries (the BD Council and local level consultation groups play an important part in this regard). The business sector can contribute in the identification of obstacles to development. Furthermore, together we are able to *influence the policies and practice* of local authorities and the private sector in general. We have a mutual interest in a favourable investment climate facilitating strategic and long-term cooperation with companies and other actors.

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



Cooperation with the business sector in its role as supplier in development cooperation

Due to the untying of aid and the changed focus and working methods of Swedish development assistance, Swedish business is to a lesser degree working on direct assignments from Sida. Yet it is in Sweden's as well as Sida's interest that Swedish businesses are suppliers in development assistance-financed calls for tender, in order to build reciprocal relations and to contribute to economic growth in partner countries as well as in Sweden. Last, but not the least, many Swedish companies are important carriers of Swedish values, and thus their role as suppliers is an important factor in the realisation of the Policy for Global Development⁸.

INFORMATION SYSTEMS

In order to create better conditions for Swedish business to partake in international calls for tender, Sida, the Ministry of Foreign Affairs (MFA) and the Swedish Trade Council, have launched the service *Project Scouting*, a tool to assist embassies in fulfilling their duty to keep track of and inform about upcoming international calls for tender at an early stage. Project scouting will be launched in all countries where there is Sida and trade promotion/Swedish Trade Council personnel. All embassy staff should be involved in project scouting, not the least national programme officers. Sida's work with project scouting – both at head office and in the field – will be strengthened and structured through new directives and the creation of a central Project Scouting group in Stockholm.

⁸) '...the government intends to ... strive for an increased cooperation between different policy sectors so as to utilize the initiative, experience and competence of Swedish business.' Global challenges – our responsibility. Swedish Government written communication 2007/08:89



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

COOPERATION WITH TRADE PROMOTION

In the autumn of 2007, cooperation on trade promotion in *Africa* was established, with the aim of better using possible synergies between development assistance and trade promotion – they have partly different goals, but sometimes make use of the same instruments. Based on the Swedish government communication of 2008, the MFA has developed an overall plan for trade promotion, which is now being followed up by national action plans. On the basis of recommendations following various embassy visits in Africa, it is proposed that the MFA and Sida develop the cooperation, for instance through a pilot project at the embassy in Lusaka.

In addition to project scouting, it is important to have good internal collaboration within embassies, as well as with the Swedish Trade Council, with the aim of gaining and passing on information about for instance the *multilateral development banks*, where Swedish personnel (seconded or not) can relay information and contacts in the spirit of 'Team Sweden'.

The Swedish Trade Council supports the organisation Swedish UN Business (*SweUNB*), which aims to increase the number of Swedish companies that are suppliers to the United Nations (today, Sweden provides 3 % of UN financing, but Swedish businesses only provide 0,3 % of its supplies). Sida's field staff must also be involved in this work.

PROCUREMENT BY PARTNER COUNTRIES AND MULTILATERAL ORGANISATIONS

An important task is to contribute to the procurement systems of partner countries and multilateral organisations becoming more developed with regard to CR requirements (Global Compact's 10 principles etc.), anti-corruption and the life cycle cost perspective. Improvements in performance based procurement can also be useful. Collaboration with other donors and *multilateral development banks*, support for capacity development, etc, are key components to achieve this.

Many Swedish businesses refrain from participating in calls for tender in partner countries or multilateral development banks partly because of fear of the risk of corruption. Sida addresses these issues within the framework of both the OECD/DAC and the UN. Sida cooperates with for instance Swedish Consultants as well as representatives from other public authorities in regards to how the donor collective can try to ensure correct procurement by supporting anti-corruption.

COLLABORATION BETWEEN CONSULTANCIES AND AUTHORITIES

In 2008, Sida's procurement regulations were revised in order to provide neutrality in competition with regard to different collaborators. This allows for better cooperation between consultancies and authorities, where the latter's contribution to development assistance is limited to that which is unique to that authority. In the future, Sida will work to systematically strengthen cooperation between consultancies and authorities.



Communication and competence development

An obstacle to better collaboration between the business sector and Sida is the misunderstandings which may exist on both sides, as well as a lack of competence within each others' fields. Consequently, there is a need to work systematically to improve communication and mutual competence development.

COMMUNICATION

Clear and coherent communication is decisive for effective and fruitful cooperation with business. Sida is developing a communication strategy which will cover internal as well as external communication on business sector cooperation issues, and also ensure coordination with other relevant government entities.

DEVELOPMENT OF COMPETENCE

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

COMPETENCE AND ATTITUDES

An important precondition for successful results is that Sida's staff develop both their competence and their approach with regard to cooperation with business – this is especially important for field staff including national programme officers. In addition, issues concerning cooperation with the business sector must be integrated into the network activities with issue specific competence development.

Sida as an organisation can also benefit from closer cooperation with business. *Benchmarking and staff exchange programmes* between Sida and the private sector can contribute to a greater focus on results and management know-how for Sida. Sida should also be able to second staff to organisations that are close to business, such as the Gates Foundation and different World Economic Forum projects.

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.

SIDA'S PROGRAMME FOR COOPERATION WITH THE BUSINESS SECTOR