Corporate Social Responsibility: Opportunities for Reproductive Health

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COMMERCIAL MARKET STRATEGIES

NEW DIRECTIONS IN REPRODUCTIVE HEALTH

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Commercial Market Strategies (CMS) is the flagship private sector project of USAID's Office of Population and Reproductive Health. The CMS project, in partnership with the private sector, works to improve health by increasing the use of quality family planning and other health products and services.

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ABSTRACT
While corporate social responsibility programs are becoming more common, few address reproductive health issues. CMS interviewed representatives from 50 businesses with CSR programs in order to assess the trends and motivations behind the programs, learn about the characteristics of different CSR models, and gauge the opportunities for reproductive health-focused partnerships. This paper presents key findings from CMS's research, including the six most common CSR models and the opportunities for addressing reproductive health issues within them.

Contents

Tables

1. Introduction

During the past 20 years, globalization, deregulation, and privatization have changed the way in which private enterprise is expected to contribute to the public good. In reconsidering their roles and responsibilities, many corporations are therefore moving beyond purely commercial activities to support programs that provide social, economic, or health benefits. Collectively referred to as corporate social responsibility (CSR) programs, these initiatives not only benefit employees and local communities, but can also improve corporate reputations and help companies enter new markets by building valuable infrastructure and expanding contacts.

The Commercial Market Strategies project defines CSR as:

> *The responsibilities that a company has to its stakeholders — including employees, their communities, consumers or customers, shareholders, and key host government agencies — and the actions that the company takes to address and balance the expectations of these stakeholders.*

CSR activities can range from corporate philanthropy and ethical standard-setting to programs that are more closely linked to a company's core business strategies. While many CSR programs are run by corporations alone, there is growing appreciation for the synergies created by CSR partnerships between corporations and the public sector, donors, and non-governmental organizations (NGOs).

Although health-related CSR programs are fairly common, reproductive health (RH) and family planning (FP) initiatives are underrepresented in the global portfolio of CSR programs. These programs might include maternal and child health, STI/HIV/AIDS prevention and education, and provision of contraceptives. To help facilitate the inclusion of RH initiatives in CSR programs, this paper addresses the following questions:

- What are the motivations behind CSR programs, and what are current CSR trends?

- What characterizes different CSR models, and how does each model lend itself to the inclusion of family planning and reproductive health services?

- What opportunities exist for partnerships focused on reproductive health?

To answer these questions, CMS conducted in-depth interviews with more than 50 business leaders whose companies are noted for their CSR programs. CMS's research was designed to unearth the depth and detail of CSR processes from the corporate perspective, seeking to understand *why* corporations become involved in CSR, as well as *how* they do it, so that this knowledge could be applied to potential RH initiatives. (See Section 2 of this paper for a description of research design and methodology.)

CMS's research clearly shows that corporate culture and values drive CSR initiatives. There are usually both internal and external motivations for these programs. Most companies do not view their social and financial responsibilities as mutually exclusive; instead, they link CSR to their core business strategies. CMS also found that a company's stakeholders play an influential role in selecting and designing its CSR program. Companies are increasingly interested in forming partnerships with the public sector or NGOs, in order to bring technical expertise or other resources to CSR programs. See Section 3 for detail on key research findings.

CMS found that most CSR programs can be categorized under six different models. Section 4 describes the models, outlining the most common arrangements that corporations use to implement CSR initiatives. Each model is illustrated by a short case study:

- **Model 1: Workplace programs.** The most common CSR approach, workplace programs typically consist of internal programs designed by a company for the well-being of its employees and, in some cases, their spouses and dependents. *Case study: DaimlerChrysler South Africa's HIV/AIDS Program.*

- **Model 2: Community-based programs.** These programs focus on the community in which company operations are located, and typically address issues such as health, environmental sustainability, education, women's empowerment, or micro-enterprise development. *Case study: Statoil's Human Rights Training Project in Venezuela.*

- **Model 3: Improved access to health products and services.** This model involves activities undertaken by pharmaceutical, medical product, or other health care companies (usually in partnership with public health organizations) to improve consumer access to drugs and other health products and services. *Case study: Novartis and the Global Alliance for Leprosy Elimination.*

- **Model 4: Leveraging marketing competencies.** Global firms can bring their marketing expertise and media distribution infrastructure, along with a large multi-national consumer base, to a public health partnership to create behavior change. *Case study: MTV's Global HIV/AIDS Program.*

- **Model 5: Cause-related marketing.** Companies can increase sales and support a social program by co-branding and marketing a particular consumer good through a non-profit organization or one of its social programs. *Case Study: Procter & Gamble's partnership with the United Nations Children's Fund-Spain for tuberculosis vaccination in Senegal.*

- **Model 6: Market expansion through innovation and technology.** Some companies attempt to use their resources and core competencies to solve difficult social problems. In the process, they can gain a competitive advantage in new markets by acquiring knowledge of how these markets operate and developing products that they demand. *Case study: IBM's Reinventing Education Program.*

Finally, this paper explores the opportunities and challenges in forming partnerships for reproductive health with the corporate sector. Section 5 examines what companies need from their partners; the ways in which partners are able to assist corporations; and ways in which FP/RH initiatives could be bundled with HIV and other health programs.

2. Research Design and Methodology

CMS conducted interviews with 52 individuals from 34 companies with a broad range of innovative CSR programs.[1] The companies were chosen from 14 industry sectors that have significant business operations in developing countries. See Table 1.

CMS developed an interview guide designed to elicit information on:

- Motivation for engaging in CSR

- Processes for selection, design, and implementation of CSR activities

- Criteria for selecting partners, including processes for managing public-private partnerships and associated challenges

- Benefits and impact of the program

- Company's interest in health or reproductive health

In most cases, the target sample for the study was made up of CSR managers or other management staff charged with overseeing CSR programs in developing countries. Managers were sent the interview questions in advance, with interviews then conducted by telephone. Most interviews took approximately one hour, and were recorded. The interviewers took notes to support the recordings.

CMS transcribed the recordings and summarized the transcriptions. From the summaries, CMS extracted the types of CSR approaches companies were implementing, overall trends, and case studies.

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[1] CMS chose programs according to standards set by the World Business Council for Sustainable Development, Business for Social Responsibility, and the Prince of Wales International Business Leaders Forum.

Table 1: Sectors, companies, and models in CMS study

Sector	Company	WORK-BASED	COMMUNITY BASED	ACCESS	MARKETING COMPETEN-CIES	CAUSE-RELATED	MARKET EXPANSION
Agriculture/ Forestry	Weyerhaeuser	X	X				
	Chiquita	X					
	Starbucks					X	
Automotive/ Transport	DaimlerChrysler, SA		X				
	GM						
	Scania						
Chemicals	Bayer		X				
Consumer products	IKEA		X				
	Procter & Gamble					X	
Electronics	ABB	X	X				
	Siemens	X	X				
Financial	Barclays Africa	X	X				
	Citigroup						
	Metropolitan Life, SA		X				
Food/ Beverage	Kraft						
Gas/Oil/Mining	De Beers		X				
	Debswana	X	X				
	ExxonMobil		X				
	Rio Tinto						
	Statoil	X	X				
Health care/ Pharma/ Medical Devices	Aventis Pasteur			X			
	Becton, Dickinson			X			
	Merck		X	X			
	Novartis	X	X	X			
	Novo Nordisk	X	X	X			
IT	CISCO		X				
	HP		X				
	IBM						X
	Infosys		X				
Media	Discovery Channel		X				
	MTV					X	
Textile/ Clothing/ Shoes	Timberland						
Utilities	Eskom, SA		X				X
Conglomerate	Aditya Birla Group	X	X				

3. Key Findings

Key findings from CMS's research illuminate *why* and *how* companies are implementing and conducting their CSR programs. The findings also suggest CSR trends.

Corporate culture and values drive CSR initiatives

Virtually every participant in the study stated that his or her company feels an obligation to "give back" to the community. While formal CSR programs are a relatively recent phenomenon, many companies claimed they have always attempted to be socially responsible. For example, a CSR manager of a long-established European multinational noted:

> *One hundred and thirty years ago the founder of our company explicitly said that if you want sustainable business, you have to do something for society.*

Corporate mission statements often declare an intention to improve the lives of consumers or the community. The mission statement, along with formally articulated values and ethics, can contribute to the creation of an organizational culture receptive to CSR. For example, Weyerhaeuser, a US-based forestry company, has developed a set of "corporate citizenship values" as part of its business strategy. The company says it demonstrates its corporate citizenship by supporting the communities where it does business, holding itself to the highest standards of ethical conduct and environmental responsibility, and communicating with stakeholders.

Implications

Given the significance that companies place on their corporate culture and how they use their core values to determine CSR initiatives, it is important for development organizations and donors who want to explore partnerships with companies to understand the corporate culture, the history of corporate philanthropy, and core business values. This knowledge will help frame an exploratory dialogue and set the parameters for what might be possible in a partnership.

Companies link CSR to business strategies

Few companies with whom CMS spoke view corporate and social issues as mutually exclusive. Acknowledging that CSR can contribute to their long-term sustainability and financial viability, more companies are beginning to link CSR to their business strategies. The exact rationale for tying the two together varies, however. For some companies, CSR serves the long-term interest of the company by creating healthy and robust communities. For other companies, CSR helps the company by cultivating public trust and demonstrating standards and transparency in business operations.

An important way in which companies link CSR programs to their business strategies is to base a CSR program on their core competencies. For example, extractive companies in the gas, oil, and mining business tend to concentrate on community development and environmental impact. Likewise, pharmaceutical companies often focus on access to drugs. The foundation director for a US forestry corporation stated:

> *When we decided to get into an international partnership, we did it for some very specific reasons. One, we are a global company and we needed to have a strategy for global philanthropy. Two, we wanted to partner in a way that leveraged our core competencies.*
>
> *. . . . We also said this needs to be a location where our expertise adds real value. So it needs to be a temperate forest area, because that's where our expertise is, and it needs to be in an area where the management of those forests is key to the sustainability of their community.*

CSR links to institutional business motivations as well. Such programs may be viewed as learning opportunities for the business, as well as an organizational learning tool. A number of corporations in our study reported that CSR helps recruit and retain staff. Several companies had conducted internal surveys to better understand employees' attitudes toward socially responsible behavior, and found that involvement in CSR activities is an important factor in an employee's decision to join the firm, as well as to remain with it. The opportunity to become involved in the firm's CSR program contributed to increased employee morale and job satisfaction.

For example, the environmental manager of a Scandinavian multinational noted:

> *Our CSR programs are actually very important for internal motivation — motivation of all our 65,000 employees. [That is,] not only for those who are dealing directly with it, but for all the other employees not in direct contact.*

In terms of learning, companies from various sectors mentioned the ways in which they have benefited through global CSR programs. They cite opportunities to learn about new markets and new consumers, to identify commercial opportunities that have been overlooked, and to engage in projects that trigger innovation and product development. In addition, they cite learning to operate in international environments and working with the public sector as valuable exposure. Furthermore, CSR is cited as an important tool in developing a corporate globalization strategy.

CMS also found factors such as reputation and community relations to be important to companies. CSR can improve a company's standing in the community — some companies claimed that their CSR programs "secured their license to operate." The creation of goodwill with communities, key stakeholders, and the public is an important factor in CSR policies. A CSR manager for a pharmaceutical company spoke about the contribution of health programs to the firm's reputation:

> *This program has generated a fantastic amount of goodwill. It adds a kind of human dimension to our image — the global commitment is a gesture of solidarity with the poorest countries of the world trying to get rid of a terrible disease. I think everybody that is dealing with international health appreciates it.*

The degree to which reputation and image are drivers of CSR varies, however. Some participants were careful to mention that engaging in CSR is not primarily driven by public relations goals, while other participants said that every CSR activity must carry some perceived image benefit.

Implications

Public-sector partners and donors can leverage the link between a company's business strategy and its current or potential CSR program. Donors first need to understand the reputation that a company is trying to build, its business strategies, and its core competencies, and can then present

ideas on how the company's resources might be utilized in CSR initiatives, and how to identify and select development partners and projects. Donors can also match companies and CSR projects that complement each other and build on synergies, experiences, competencies, and shared foundations, and facilitate linkages between companies that have similar CSR strategies.

An external-relations manager for a United Nations agency described her approach in creating partnerships with the private sector:

> *We have to know what will engage and interest the private sector and make that part of how we scope projects and whom we target. That intelligence is absolutely critical to doing anything . . . . We can address a company's interests in a number of different ways, and it's up to us to figure out how to package it.*

CSR programs that build on core company competencies are more sustainable and have greater impact. They also provide more benefits for the company. For example, companies that provide health-related goods or services can be encouraged to base their CSR programs on core competencies, since this would be a natural extension of their business objective. And in fact, CMS found that a number of pharmaceutical and consumer products companies do focus their CSR programs on addressing health problems — Novartis' program to eradicate leprosy is one example. See Section 4.

Stakeholders influence CSR

In nearly every interview CMS conducted, companies referred to the importance they place on the opinions of key stakeholders. Companies in CMS's study defined stakeholders as individuals and entities that may be affected by the company and that, in turn, bring influence to bear upon it. Direct stakeholders include employees, investors, customers, suppliers, and local communities where the business operates. Secondary stakeholders often include government agencies, civil society and activist organizations, development agencies, competitors, and the media. Some companies count the natural environment and the nonhuman species that occupy it as well.

The companies CMS interviewed believe that consulting with stakeholders and balancing responses to their concerns is in the long-term interest of their business. An imbalance in stakeholder influence on a business will negatively affect performance. For example, if shareholder value is maximized rapidly at the expense of social and environmental considerations, costly litigation or other consequences of harming communities and the environment could jeopardize long-run financial performance and competitive returns for investors. On the other hand, if businesses focus on social and environmental issues at the expense of the core business strategy, profitability could suffer and shareholders could then become dissatisfied with their returns and invest their resources elsewhere.

Many of the companies CMS spoke to said that stakeholder consultation has become necessary to remain competitive. Companies acknowledged that their businesses are embedded in communities that are affected by their actions. Community reaction to how these companies behave can help achieve success or put them out of business. According to these companies, paying attention to the interests and concerns of key stakeholders is a smart business strategy that is based on several key assumptions:

- Businesses that operate in the interest of a wide range of stakeholders are more likely to behave responsibly.

- Transparency in business operations leads to greater brand identity and efficiency.

- Businesses can create both social and commercial value, which are mutually reinforcing. As a result, these businesses become more competitive than those that create only commercial value.

- Businesses that consult a broad range of stakeholders and respond to their concerns will outperform businesses that do not.

According to a vice president of sustainability in a European health-sector company:

> *It is in this dialogue with stakeholders that we have seen the agenda change from being mostly based on environmental issues, back in the beginning of the 1990s, moving into ethical issues, social responsibility issues, and human rights issues by the mid-1990s.*

Implications

Donors can play an important role in helping companies identify and understand stakeholder needs. For example, companies interested in working with communities to expand access to reproductive health services must understand the reproductive health needs of stakeholders, the relationship between reproductive health and other development issues, and how these issues relate to business sustainability.

Strategic partnerships bring complementary resources

One of the clearest trends CMS identified through its research is that partnerships have become the dominant vehicle for CSR programs. Companies are interested in partners who can contribute resources such as relevant skills, money, materials, and other tangible or intangible assets. Specifically, companies are searching for partners that have expertise in the area of the program that will be implemented; credibility with the beneficiaries of the program and public; and resources to invest in the program.

The sorts of partnerships companies are beginning to think about and put in place go beyond the traditional corporate philanthropy of donations and grants. Many of the companies said they are no longer willing to just write checks to implement programs. Rather, companies want to be true partners; they want to be involved in decision-making and resource allocation. Companies also want to be visibly aligned with their partners and share any risk that may occur as a result of the CSR program.

Companies say they value partnerships that meet these criteria because it helps them achieve their objectives — for example, maximizing the impact of the CSR program, enhancing their reputation and image, and gaining knowledge about how to operate in complex environments. They also told CMS that these partnerships help them understand issues surrounding international development and how they might participate. CMS believes this helps explain why several UN organizations have become popular partners for many companies.

The public sector, too, is interested in partnerships. A member of an international donor agency offered his perspective on partnering with corporations:

> *It comes down to investing in these kinds of relationships because the public sector can't do it all by itself. In fact, the commercial sector is much better positioned not only to manufacture goods but import goods, distribute goods, do the accounting for goods, [and] provide services at a cost-effective level. That's what they live or die by.*

The United Nations has created the Global Compact as its mechanism for developing partnerships with the private sector to promote and contribute to social and environmental goals. As a result of this initiative, UN agencies like WHO, UNDP, the United Nations Environment Programme, the United Nations Industrial Development Organization, the Office of the High Commissioner for Human Rights, and UNICEF are all involved in partnerships with corporations.

Each of the companies highlighted in the case studies in Section 4 partnered with respected development organizations to gain expertise and build their reputations. For example, Novartis and Merck both rely heavily on WHO for technical input from its staff and to build relationships with governments and NGOs.

In each of the case studies, CMS found informal, fluid networks through which private- and public-sector managers involved in CSR come to know each other. They also learn who is looking for what kinds of projects and resources, who likes to work with whom, and who trusts whom. Although these kinds of networks take time to develop and involve relationships that need to be cultivated, they typically result in effective partnerships.

Often, no one partner possesses all the knowledge required to design the project. For example, companies usually lack on-the-ground community and distribution expertise. And public-sector partners may think in terms of an older access concept where product donation is the extent of corporate participation. Once there appears to be mutual interest in collaboration, and a clearer understanding of what each side can offer, specific objectives, outcomes, and implementation mechanisms can emerge through a co-design process. As new forms of partnerships emerge, companies often have to redefine working relationships, legal structures, and contracting arrangements because previous approaches to collaboration do not meet the needs of a more strategic CSR approach.

Once a company and an international development agency have built a relationship and work on a project together, the company will often look to that organization as a preferred partner and source of ideas for new projects. For example, Procter & Gamble's work with UNICEF on the Fairy Liquid Soap cause-related marketing project (discussed in Section 4) helped the two partners develop a relationship that led to collaboration on a micro-nutrient project in the Philippines. Likewise, Novartis and WHO's collaboration on Global Leprosy Eradication led to a partnership that is addressing malaria around the world.

Implications

Donors may want to examine ways they can capitalize on the groundswell of corporate interest in partnering with international development agencies. An important role that a donor might play is to facilitate or broker partnerships between companies for CSR projects and NGOs looking for private-sector partners and resources. Such a role shows promise, since most companies CMS spoke with said that they would welcome collaboration with donors and any assistance they might provide in identifying CSR programs and partners.

An interest in partnerships also provides openings for the introduction of reproductive health into CSR programs. A CSR manager of a US multinational said:

> *If an organization came to us with a specific health initiative that we thought was worthwhile and we had something substantial to contribute — and [that] the company would come out looking good and the program would succeed — we would certainly consider it.*

Health is on the corporate radar screen, and HIV/AIDS is the health issue that companies perceive as carrying clear strategic importance to business and society. Donors can help businesses understand why family planning and reproductive health are important elements of HIV/AIDS prevention, and how to tie these objectives together.

4. Models and Case Studies

This section describes in more detail the six most common CSR models identified by CMS's research, and provides a case study to illustrate each model. Although there is some overlap among the models, they are unique in important ways — and therefore useful in understanding how most CSR programs are implemented. Table 2 summarizes the models and lists the case study companies and their programs.

Table 2: Case studies summary

Model	Company	CSR Program
1. Workplace-based	DaimlerChrysler South Africa	HIV/AIDS Prevention and Treatment Program
2. Community-based	Statoil Venezuela	Human Rights Training
3. Improved access to health products and services	Novartis	Global Leprosy Eradication
4. Leveraging marketing competencies	MTV	HIV/AIDS Global Education Initiative
5. Cause-related marketing	Procter & Gamble	Tuberculosis Campaign
6. Marketing expansion through Innovation	IBM	Reinventing Education

Model 1: Workplace-based programs

Workplace programs typically refer to health-related programs undertaken by a company for the well-being of its employees. This model is slightly different than the other models, since workplace programs typically fall under the domain of human resources or occupational health and safety departments instead of CSR. Nonetheless, CMS's research suggests that these programs often closely resemble CSR in terms of their motivations, guidelines, and mechanisms.

Workplace programs usually comprise some combination of education and service provision, and are often administered through the company's clinic or health and occupational safety department. Medical issues addressed in workplace programs can range from health and safety concerns associated with an industry sector and general health and wellness services to specific public health problems, such as malaria or HIV/AIDS. The vast majority of workplace programs focus narrowly on employee occupational health and safety.

Although as yet few employers offer family planning services in the workplace, there have been long-term, concerted efforts by donors such as USAID to encourage them to do so. For example, between 1985 and 1991, the Family Planning Enterprise Project worked with employers to provide family planning services for their employees, as well as to help private clinics and hospitals add family planning services. During the same time period, the Technical Information on Population for the Private Sector (TIPPS) project worked with employers and did cost-benefit analyses to assess the start-up costs and long-term savings of covering family planning services for employees and their dependents. TIPPS demonstrated that certain types of companies can realize significant cost savings by providing family planning services for employees, even when the full costs are met by the company. And the results of the Enterprise project demonstrated that many companies are concerned about the health and welfare of their employees, even when no significant cost savings accrue from programs.

Recently, there have been encouraging signs of increased willingness to implement workplace family planning programs. In 2003, the Employers Confederation of the Philippines passed a

resolution in which some 400 employers from all over the country pledged to set up family planning programs in their companies.

And even more than family planning, there is rapidly growing acceptance of HIV/AIDS programs in the workplace. CMS found that most HIV/AIDS work-based programs are conducted by companies that operate in countries with high HIV-prevalence rates and that employ a significant number of workers at risk of HIV infection. Out of the companies interviewed, DaimlerChrysler, Rio Tinto, DeBeers, Debswana, and Merck have HIV/AIDS programs in southern Africa, and Chiquita implements such a program on a farm in Honduras. In CMS's survey, each of the six companies that have HIV programs stated that their long-term sustainability and financial success is tied to their ability to protect their human resources and, by extension, the communities in which they operate. DaimlerChrysler's HIV/AIDS program in South Africa provides an example.

Case Study: DaimlerChrysler South Africa HIV/AIDS program

Over the past 10 years, DaimlerChrysler South Africa has put in place a state-of-the-art HIV/AIDS program using internationally recognized best practices. These interventions include peer education; voluntary counseling and testing; sexually transmitted infection treatment; condom distribution; and tracking changes in knowledge, attitudes and practices.

DaimlerChrysler developed its first HIV/AIDS policy in 1991. It consisted of mandatory pre-employment HIV screening to exclude those testing positive from employment. In 1996, DaimlerChrysler decided that HIV status should not be a factor in determining employment and promotion, and therefore eliminated its pre-employment testing policy. As part of its new approach, DaimlerChrysler committed to developing a workplace-based program that focused on raising awareness of HIV/AIDS and its impact on business and communities.

The DaimlerChrysler South Africa HIV/AIDS program provides a good example of how internal and external factors motivated the company to revise its policy on HIV/AIDS workplace programs. In the mid-1990s, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), the German agency for international development, lobbied DaimlerChrysler management to view HIV/AIDS as a business problem with severe social and economic ramifications for the company. At roughly the same time, the HIV/AIDS epidemic in South Africa became so catastrophic that DaimlerChrysler's management decided to re-evaluate its policy and responses over the past decade and develop a more strategic approach — one designed to ensure the well-being of its workforce as well as the long-term viability of the company's investment in South Africa and the larger region.

The combination of pressure from GTZ and the realization that the pandemic was harming both DaimlerChrysler's employees and its business convinced the company's management and management board that HIV/AIDS was a serious threat to both business and social stability. Consequently, the company decided to commit financial resources to combat HIV/AIDS in the workplace as well as in the surrounding communities.

CMS's research suggests an emerging trend in designing HIV/AIDS programs: Companies seek greater internal collaboration between human resources, medical personnel, and external partners with expertise to help them implement programs that incorporate global best practices. Human resource managers focus on benefits, policy, and legal aspects of the program, while the medical team directs the education, prevention, and treatment components. Expert partners provide technical assistance in design, implementation, and evaluation.

DaimlerChrysler's HIV/AIDS program was designed under this new approach. The company's human resources department and medical office and the South Africa office of GTZ worked closely to create a workplace program based on the standard methodologies developed by WHO and the Joint United Nations Programme on HIV/AIDS. The company's occupational health offices agreed to provide voluntary counseling and testing, and to fund antiretroviral treatments for employees and immediate dependents.

DaimlerChrysler is now working with GTZ and the South Africa Department of Health to implement the program. GTZ provides overall advice and guidance — in particular with periodic surveys on knowledge, attitude, and behavior, which helps the company monitor program effectiveness. The Department of Health trains DaimlerChrysler employees to be peer educators. The company releases these employees from work for training every six months. When the peer educators return to the workplace, they conduct HIV education during work breaks, tea breaks, lunch, and after hours.

The task force established at DaimlerChrysler to guide the HIV/AIDS program determined that the company needed to extend its efforts into local communities. As a result, the peer educators also work in their communities with local NGOs and church groups to conduct HIV/AIDS-awareness and education activities.

DaimlerChrysler, like many other companies that are implementing HIV/AIDS programs, is beginning to make a strong business case for these programs by calculating the financial costs associated with sick employees. These costs include absenteeism and lost productivity, medical treatment costs, potential loss of skills, recruitment costs, death benefits, and funeral costs.

Model 2: Community-based programs

The community-based model represents an approach that companies use to support projects aimed at improving the social and economic conditions of people living in communities where the company is conducting its business. CMS found that companies typically engage in community projects to build their reputation, to establish good relationships with surrounding communities and with governments, and to invest in the social and economic development of the communities on which their business depends and from which they draw their workforce. Many businesses also state that giving back to their communities is part of the organization's motivation.

CMS found that community-based projects are often determined by stakeholder dialogue and analysis, and guided by the company's business strategy. Typical community-based projects include environment, education, women's empowerment, micro-enterprise development, and health. Some companies are expanding CSR programs to target fundamental obstacles to social development. Companies often undertake these projects through varied partnerships with international NGOs, local NGOs, and international organizations such as the UN agencies.

Company representatives emphasized, however, that there is no specific process for selecting and designing community-based projects. In some cases potential partners approach the company with project ideas, to explore the possibilities for support, collaboration, or partnership. Alternatively, the company itself will develop project concepts and then look for potential partners to help design and implement projects. Each mechanism allows donors to approach corporations with ideas for community programs. Donors can supply funds or provide program managers, technical assistance, or political advocacy. And community-based programs can be

effective vehicles for RH programs. RH elements can be integrated into any community program focused on HIV, women, empowerment, or health.

Case Study: Statoil Human Rights Training

Most of the oil and mining companies CMS interviewed felt that community-based projects such as Statoil's human rights training program are becoming a requirement for doing business. Formally or informally, such programs are becoming increasingly common. In South Africa, for example, the government expects large multinational companies to fund and support community projects. In fact, providing such assistance is becoming an eligibility requirement for companies to bid on government contracts.

Statoil Venezuela's Human Rights Training project is a good example of an innovative human rights intervention built on relationships with stakeholders. The project provided human rights training to Venezuela's judicial branch of government, which was going through a transition period under a newly elected president. Using a training-of-trainers approach, an initial group of judges selected by the judicial branch was trained in basic human rights. These judges then trained and mentored other judges on human rights issues.

Statoil invested in the human rights program partly because of pressure from NGOs. The company had been criticized by a variety of human rights organizations for its role in alleged human rights abuses in Nigeria. Employees and management felt that while Statoil did not directly violate human rights in Nigeria, the company showed a lack of integrity and did not demonstrate its stated values. In response, Statoil decided to create a global CSR policy and make human rights its centerpiece.

Based on the new human rights policy, Statoil's manager for government and public affairs (GPA) in Venezuela began a dialogue with the local United Nations Development Program (UNDP) office about a possible collaboration. Although there were a number of interesting discussions, nothing concrete emerged. One reason: based on its experience trying to establish relationships with other foreign companies in Venezuela, the UNDP assumed that Statoil was looking for short-term, bricks-and-mortar projects, rather than a human rights project.

At the same time, the UNDP approached the judiciary with a proposal to provide human rights training for judges, in partnership with the local office of Amnesty International. Statoil's GPA heard about this program and met Amnesty International's country manager to discuss it. When the GPA then met with Statoil's country manager to review the human rights project and assess its fit with Statoil's objectives, they agreed that they had found a perfect program match.

Statoil's decision to support the human rights project in Venezuela was driven by a number of factors. The company's new CSR policy was based on its organizational resolve to support human rights. The company's management also realized that to establish a presence in Venezuela and build a new business, it needed to develop a positive reputation, establish a strong relationship with the government, and gain the trust of communities and the organizations that represent them. Statoil viewed the human rights training project as an effective way to achieve these objectives and earn a license to operate. Furthermore, the project involved two highly esteemed partners in the global arena — Amnesty International and UNDP. These relationships provided an important element of credibility to Statoil and its human rights project.

Statoil formed partnerships and defined specific roles with the country's judicial branch, UNDP, and Amnesty International. UNDP was the implementing agency with daily project management

responsibility, while Amnesty International developed training course content and delivered the training to the judges. The judicial branch was responsible for selecting and coordinating the participation of judges in the project, and Statoil provided the funding. While the company's country manager followed the project and was in frequent and informal communications with various partners, he exerted no operational influence — saying that he never felt the need to, citing the company's trust in the capabilities of its expert partners.

Statoil benefited from its human rights training project in several ways. First, it was able to support and align its name with a community project and respected partners that focused on an issue of strategic importance. In doing so, it gained credibility and developed a strong reputation in Venezuela as a good corporate citizen, especially with the government. In gaining respect and building that strong relationship, the company believes it has and will continue to have a competitive advantage in bidding on new contracts. According to testimony from UNDP and Amnesty International, however, those who are benefiting most are the people who live in the communities under the jurisdiction of the trained judges, who are now doing a better job of protecting people's constitutional rights.

Model 3: Improved access to health products and services

Some companies create CSR programs to improve access to important drugs and other health products and services. Projects are usually undertaken in partnership with public health organizations. Most of the companies using this approach are pharmaceutical or medical device and products companies. Activities focus on both the financial barriers to obtaining medicines and products as well as lack of health infrastructure to distribute products and treatments. In cases of product donation, some companies make a commitment for a specific period of time, while others commit to an indefinite period. Companies employing this model typically do so for some combination of social responsibility, image building, and market-development reasons.

Based on interviews with companies using this model, it appears that companies are beginning to bring more of their core business competencies to bear on these partnerships — going far beyond product donation in order to make programs sustainable, create a more powerful impact, and build local health infrastructures. (Although it is not uncommon for public health partners to initially still think of the relationship in terms of product donation.) Once there appears to be mutual interest in collaboration and a clearer understanding of what each side can offer, however, public health partners usually welcome further pharmaceutical company involvement, which may include plans for cost recovery, education, monitoring, and working with both local government and non-government partners.

In many partnerships devoted to health access projects, donors help fund NGO partners. Donors may also be involved in reducing regulatory or customs-clearing obstacles for products. Donors such as UNICEF and the World Health Organization (WHO) usually serve as the implementing agency.

In the following Novartis case study, the pharmaceutical company structured a solid partnership with WHO to implement a leprosy-eradication program. Novartis believes that its leprosy program has improved its reputation, built its image, and expanded relationships in public health arenas and with national governments. Norvartis also points to new commercial benefits, including the identification of unexplored geographies and markets, and new business opportunities. According to a Novartis spokesperson, learning to operate in developing markets with complex regulatory environments has been an important business-related benefit.

Case Study: Novartis Leprosy Eradication

The Novartis pharmaceutical company was looking for a strategic CSR program that went beyond product donation — an approach the company had already employed a number of times. Novartis now wanted to use its full range of core competencies to deliver and sustain a substantial impact on a key public health problem.

After careful consideration, Novartis focused on leprosy because it provided an opportunity for the company to use its expertise in multi-drug therapy (MDT) to treat the disease. Focusing on leprosy also provided the opportunity to target a public health problem that presented a significant challenge to government health authorities. As a first step, Novartis decided to donate its MDT to the Global Alliance for Leprosy Elimination.

Next, Novartis searched for partners to help it develop and implement a leprosy eradication project. Since WHO was a key player in the Global Alliance for Leprosy Elimination, Novartis approached the agency to explore partnership opportunities. Novartis soon discovered that WHO's perception of how it could work with pharmaceutical companies was limited to product donations. Novartis says it took a serious effort to change WHO's perception and create an expanded role for itself in the alliance, which included treatment, education, and a focus on the effects of stigmatization. Because Novartis understood that stigmatization was a major obstacle preventing people from coming forward for education and treatment, the company wanted to address it in a significant way. In India, for example, Novartis funded local NGOs who used drama and the popular Indian medium of soap opera to transmit key messages about leprosy and stigmatization.

Novartis also used the leprosy program as a platform to further develop community-based health infrastructures. The company funded the development of local health clinics and the training of medical personnel to provide leprosy treatment, along with care for other health problems as well. Novartis medical staff worked with WHO to provide technical advice to these clinics on leprosy treatment.

One of the major reasons that pharmaceutical companies like Novartis get involved in high-profile "signature" projects is to build strong reputations and distinguish themselves in the eyes of the public. Novartis was interested in the leprosy project not only because the company possessed a product that could benefit the many people without access to treatment, but because it provided an opportunity to partner with WHO in a high-profile, global disease-eradication program. According to Novartis, its role in the project allowed it to have a significant impact on reducing leprosy while improving its reputation, goodwill, and organizational learning.

Novartis acknowledged that external pressure also played a role in its decision to get involved in the leprosy project. Public health organizations, NGOs, and governments (particularly from the developing world) are placing pressure on pharmaceutical companies to find ways to make their products affordable and accessible to poor people living in the developing world.

While several of the pharmaceutical companies CMS interviewed focused on the importance of reputation, Novartis saw important business benefits from its involvement as well. The company believes that working with reputable public-sector partners, such as WHO and the CDC, can help it develop the knowledge and skills it needs to successfully conduct business in the future. These partnerships will help Novartis learn how to operate in difficult regulatory environments and develop business practices and policies to make the company more competitive.

Novartis also believes it will gain a better understanding of potential new markets in the developing world by having its managers and researchers involved in partnerships with international health organizations. Through these relationships, they gain a better perspective on consumer needs, service and distribution relationships, ideas for new market opportunities, and new product development.

Model 4: Leveraging marketing competencies

While companies using this model consider their engagement to be community-based, the characteristics of the engagement described here differ significantly from the more conventional community-based model. Moreover, the ways in which this emerging model is different from the community-based model highlight the overall trend in CSR toward more strategic involvement based on core competencies and maximization of impact.

Since few of the companies in CMS's research use this model, there is relatively little detail to describe it in comparison to other models. What is clear is that the new model has a primary relevance to health, as evidenced by its use in HIV/AIDS projects. Companies using this model are global brand firms with worldwide marketing and distribution infrastructures. They have large and well-defined consumer bases. When a firm has decided on the focus of a CSR program (for example, an HIV/AIDS program), these companies contribute their global marketing expertise (and/or media distribution infrastructure), along with a large multinational consumer group. Equipped with such resources, these companies look for partners focused on the same issues. Such partners can provide technical input into the development of specific messages, as well as support for monitoring and evaluation. Projects are based on information, education, and communication, with the goal of creating behavior change. They target the company's consumer base.

Specific mechanisms vary, depending on the company. For example, a media-based corporation may use its marketing capacities and its ability to develop content for targeted audiences to produce public health communications with its partners. These communications will be delivered directly to the company's consumers through its media channels. In a slight variation, a consumer products company may use its marketing capacities to distribute public health-oriented communications, co-developed by partners, through product packaging and advertising.

One of the major roles for donors in this model is to co-fund technical expertise. Donors can also serve as the implementing agency. The case study below illustrates that this model may be useful for discussing controversial or 'edgy' topics, such as condom use. This model could also be used to educate consumers on other reproductive health issues or behaviors.

Case Study: MTV HIV/AIDS Global Initiative

MTV has a global reach of over 375 million homes, through 37 channels and 22 web sites worldwide. Its target audience is youth between the ages of 18 and 25. In an attempt to find out what is important to its consumers, the company conducted a series of focus group interviews. Interestingly, MTV discovered that young people wanted more information about HIV/AIDS.

In 2000, MTV's president made a commitment to address HIV/AIDS by using its core competencies in media communications, marketing, and distribution infrastructure to deliver HIV/AIDS education to its viewers. MTV's HIV/AIDS Global Initiative represents its first attempt to provide information and education about HIV/AIDS.

While MTV acknowledges that it does receive positive PR from engaging in these types of programs, publicity is by no means a driver. As described by the head of the global AIDS program, more important factors include personal commitment to the issue, starting with senior-level leadership, and the desire to create the largest impact that the company can have. This commitment trickles down to the 37 MTV television stations that run the AIDS programming, not because they are obliged to, but because they believe it makes sense.

Once MTV decided to provide HIV/AIDS information to its consumers, it started searching for partners that were focused on the issue, shared the same values, and would bring new sets of skills and competencies to the partnership — for example, technical input into the development of messages, as well as monitoring and evaluation.

After an extensive 2001 search for partners, MTV decided to work with two NGOs that would help develop content for the HIV/AIDS education program. One also has a major responsibility for monitoring and evaluating the program. (According to MTV, this represents the first time it has undertaken such an intense monitoring and evaluation effort.) The company believes the evaluation effort will allow it to capture impact information that will be used to inform new HIV/AIDS initiatives. A key part of MTV's strategy is that it gives HIV/AIDS programming to any broadcaster that wants to air the content, with or without the MTV logo.

MTV's HIV/AIDS Global Initiative evolved from the company's values and commitment to CSR and to its consumers. MTV realized early on that its core competencies could be used for a strong behavior-change communications project that would benefit its consumers. Although the company has received positive press based on the initiative, the most powerful benefit stems from protecting its consumers from HIV/AIDS — which helps ensure that its consumers stay healthy, and creates loyalty.

Model 5: Cause-related marketing

The cause-related marketing model seeks to increase sales of a particular consumer product by co-branding and marketing a specific consumer product with a tax-exempt non-profit organization. Affiliating a social cause with the product is intended to increase sales of the product by enhancing its attractiveness to consumers and appealing to their social responsibility sensibilities. As part of the arrangement, the company donates a portion of the sales to the non-profit organization.

Typically, the brand team of the consumer product's company will look for a non-profit organization whose constituency profile matches the consumer profile of their product. The non-profit organization and its cause benefit from the awareness created through various marketing promotions and advertising campaigns, as well as from the donation from the company.

One role for donors in this model is that of broker. With a wide network of NGOs in their network, donors are able to facilitate matches between NGOs and the companies interested in working with them. For example, donors can facilitate partnerships around reproductive health issues such as maternal and child health, HIV prevention and treatment, or family planning.

Case Study: Procter & Gamble Senegal Tuberculosis Campaign

The Procter & Gamble Tuberculosis Campaign demonstrates how a company can use cause-related marketing to drive the sales of its consumer products and enhance its brand reputation by

aligning it with a worthwhile cause and well-respected non-profit organizations. The campaign aimed to increase the number of children who were immunized against tuberculosis in Senegal. Procter & Gamble agreed to donate one Bacillus Calmette-Guerin (BCG) vaccine to UNICEF for every bottle of Fairy Liquid antibacterial soap sold in Spain and Portugal.

Procter & Gamble — along with Starbucks, the other company that CMS interviewed that uses cause-related marketing — was open and straightforward about the requirement that there be a direct benefit to the company in terms of increased sales of the product. This expectation is different from companies employing other CSR models, many of whom were reluctant to talk about a direct business link.

CMS found that the design of cause-related marketing projects takes place within the course of overall marketing responsibilities under the leadership of the brand manager for a given product. For example, the Procter & Gamble Iberian Fairy Liquid brand manager wanted to support a humanitarian cause as part of the brand strategy that was linked to its technology and brand equity. Furthermore, Procter & Gamble wanted a cause that would be meaningful from a social perspective and that included credible partners.

Procter & Gamble explained that finding a match between targeted consumers, a social cause, and a credible non-profit organization that is important to those consumers is a difficult but necessary process. It includes understanding the attributes of the brand item and then finding an organization whose values are aligned with those attributes, and whose supporters share the profile of targeted consumers.

Procter & Gamble's Fairy Liquid brand team chose tuberculosis from WHO's list of vaccine-preventable diseases, since it met a number of important criteria. Tuberculosis is a significant disease that is spreading rapidly in many parts of the world and is a leading cause of death among youth and adults. Importantly, it is an infectious disease caused by a bacterium that Fairy Liquid soap is designed to kill. Finally, tuberculosis vaccinations are cost-effective. One BCG vaccine provides a high degree of protection and costs about $0.10.

The tuberculosis campaign was also appealing to Procter & Gamble because it included two international health agencies: WHO monitors the epidemic and helps countries improve programs through national and regional vaccination campaigns; UNICEF implements the program for infants and has an extensive infrastructure in Senegal.

A key component in any cause-related marketing campaign is the transfer of the donation to the non-profit partner. Procter & Gamble and Starbucks say that they insist on signing a memorandum of understanding that contains the specific terms of the donation, which is most often based on sales volume. For example, Procter & Gamble and UNICEF agreed that, regardless of sales volume, the company would donate a minimum of one million doses of the vaccine to UNICEF. The cause-related marketing campaign was so successful, however, that the sales volume allowed Procter & Gamble to donate three million doses.

Although companies like Procter & Gamble undertake cause-related marketing campaigns because they can increase the sales volume of a particular product if the campaign is successful, there are other benefits as well. For example, Procter & Gamble believes that its tuberculosis campaign has enhanced its reputation as a good corporate citizen by aligning its product and brand with a cause that consumers care about.

CMS also found that non-profit partners in cause-related marketing arrangements benefit in several ways. Most important, they receive a portion of sales revenue from the partner company. Other less tangible benefits to the non-profit include strengthening of its own brand recognition through advertisements and promotions, as well as increasing the capacity of its marketing staff by working with private-sector brand management teams and marketing staff.

Model 6: Market expansion through innovation

Under the Market Expansion Through Innovation model, companies apply their resources and core competencies to help solve chronic social problems in ways that add value to their own businesses. This model is based on the premise that companies tackling tough social problems learn to innovate, which helps them gain an advantage in new markets. This advantage comes from acquiring knowledge of how these markets operate, developing products that the markets demand, and building the necessary relationships to be successful.

This is a marked change from the past, according to Harvard Business School Professor Rosabeth Moss Kanter:

> *Traditionally, business viewed the social sector as a dumping ground for spare cash, obsolete equipment, and tired executives. But today smart companies are approaching it as a learning laboratory…to develop ideas, serve new markets, and solve long-standing business problems.*

Donors can fund the NGOs involved in these partnerships, and help broker relationships between the companies and partners. This model is gaining in popularity among companies, and it may be a relevant model for pharmaceutical companies interested in developing new family planning or RH products.

Case Study: IBM Reinventing Education.

In 1994, IBM decided to invest the bulk of its charitable contributions in its Reinventing Education program, a unique grant program aimed at developing technology tools and administrative solutions to improve the quality of education. According to IBM, the program is built on the belief that business must contribute to the quality of education, and that technology can revolutionize public education. The program is being implemented in 21 US school districts and states, as well as in four other countries.

Reinventing Education is responsible for a variety of innovations that have benefited schools, as well as IBM. These include web-based applications that allow students, teachers, and parents to discuss homework assignments and other issues; tools to help teachers adhere to academic standards; data-warehousing technology; and voice recognition tools to teach reading to students who speak English as a second language.

IBM initiated the Reinventing Education program by looking for ways to combine its charitable contributions with its technology skills to make substantial improvements in public education. IBM chose to treat the teachers and administrators as business partners instead of grantees. From the program's inception, IBM employees worked with teachers and administrators to understand issues and to design feasible solutions. As a result, IBM employees came to understand that simply donating computers and training to schools would not improve student performance. They

realized that the program needed to be designed to provide critical levers that would bring about fundamental change — levers that include student-assessment practices, continuous teacher-improvement models, and teacher instructional planning.

The company also discovered that having its researchers and technical staff work with teachers and public school administrators to improve the quality of teaching and student achievement stimulated IBM's business development. For example, IBM staff has further developed its knowledge and skills, and the company has acquired several new patents on educational software that shows promising commercial possibilities.

Public-sector and non-profit organizations that partner with companies using this approach also realize important benefits. These range from assistance in finding solutions to social problems to the acquisition of new knowledge, technologies, and products that can be used to address other problems. For example, the Center for Children and Technology at the Education Development Center evaluated the Reinventing Education program and found that it has improved the quality of education in those school districts and states where it has operated. The program has demonstrated benefits to partner school districts through professional development for teachers, as well as with new technology tools that improve teaching and learning.

The four countries outside the United States where IBM is implementing the Reinventing Education program include Ireland, Italy, Brazil, and Vietnam. The company acknowledges that it will face significant challenges as it expands the program to developing countries. In Vietnam, IBM has already encountered serious problems with the lack of adequate infrastructure for its technology, such as electricity and telephone wiring. While these problems may hinder the program in the short-term, they could help IBM in the long-term as the company learns how to overcome them.

Louis V. Gerstner, Jr., former IBM Chairman and CEO, sums up the company's overall approach:

> *The way we go about fulfilling our social responsibilities has evolved and will continue to evolve. It's no longer a matter of broad-based checkbook philanthropy. It's about selecting specific issues and crafting real solutions that combine the best our company has to offer — from applied information technology, to case contributions, to the time, talents, and leadership of IBM people all over the world.*

5. Next Steps: Partnerships for Reproductive Health

Companies around the world understand the increased need for transparency and responsible corporate behavior. The well-being of the local community has a direct impact on the well-being of a company, and programs that contribute to social and economic growth benefit everyone involved. Information about both corporate abuse and responsible behavior spreads rapidly, providing both a threat and an incentive to companies. The concept of corporate social responsibility is taking root — for many companies it is no longer a question of *if* they will take part, but *how*.

But many companies need guidance on implementing CSR programs. Donors and public-sector partners can provide valuable information and assistance, either directly or indirectly, to companies that plan to venture into this realm. Potential partners should be aware, however, that some companies may be apprehensive about partnerships with external organizations. A CSR manager of a US pharmaceutical multinational explained why:

> *There are a lot of organizations out there that just want our money. Their definition of partnership is, "We'll take your money, we'll take your drugs, and then call us in five years and we'll let you know how we made out." I don't think that flies here.*

Knowing what a company has to offer beyond financial support can serve as a starting point for discussions about CSR options and partnerships. When a company understands that a CSR partnership will draw on its expertise, rather than simply drawing on its funding, it can stimulate the company's interest and open a dialogue.

Few of the companies in CMS's research had CSR programs that address reproductive health issues. Where CSR programs are already in place, partners must understand that the opportunity to influence the overall CSR strategy is limited. However, as companies expand CSR to address broader issues of infrastructure and systemic problems, the opportunity to include reproductive health projects may present itself. For companies that have an overall global CSR policy, but give field offices discretion with implementation, it may be possible to help the field determine what types of reproductive health programs would make the most sense within the local context.

Donor insights can help fill gaps in a company's understanding of stakeholders — especially with reproductive health and health issues. Donor assistance could include integrating health into a larger development framework, helping companies understand what stakeholders are most concerned about and which reproductive health issues they are most affected by, and then helping define how these issues relate to development and business sustainability.

Other general ways in which donors can assist CSR programs include:

- Helping the company understand country-specific development strategies, and the roles and responsibilities of different development organizations working in the country

- Presenting ideas on how companies' resources might be utilized, and how to identify and select development partners and projects

- Providing information on the types of CSR projects that are already going on in developing countries and across issue areas, as well as the kinds of partnerships exist

- Matching companies and projects that complement each other and that build on synergies, experiences, competencies, and shared foundations, and facilitating linkages between companies that have similar CSR strategies

Donors can also help with monitoring and evaluation (M&E) of programs, which CMS found is being done poorly, if at all. M&E not only serves to correct and guide programs, but can give the company evidence that it is making a difference.

HIV and CSR

There is a rapidly growing interest in CSR programs for HIV. In CMS's study, HIV/AIDS was the one health issue that most companies said had a clear and strategic importance to business and society. The effects of HIV on businesses include:[2]

- Higher costs from medical and other benefits; increased recruitment and training costs

- Reduced revenues and profits because of lower productivity; increased absenteeism and labor turnover

- Reduced disposable incomes, which affects markets, savings, investments, and communities overall

- Increased costs of doing business because of burdens on public services and reduced skills availability

HIV-related CSR programs usually focus on prevention, using initiatives such as behavior change, information and education, condom distribution, and HIV testing. Some companies, such as DaimlerChrysler, are beginning to help their workers access AIDS treatment. This will become more common in years to come.

While many companies are eager to address HIV/AIDS under CSR activities, they appear to find it more difficult to embrace family planning and reproductive health as stand-alone activities. It is unclear what rationale lies behind this reluctance, but possible reasons include:

- HIV is seen as a "life or death" issue, while family planning is seen as less urgent.

- HIV has global appeal as a cause, and global media coverage has destigmatized HIV/AIDS prevention programs.

- Whereas HIV/AIDS affects both men and women, family planning is still viewed as a "women's issue." Most companies are still headed and staffed by men.

- Companies may be skittish because of historical abuses within employer-sponsored family planning initiatives for female employees, which included forced pregnancy tests, termination due to pregnancy, and even forced use of oral contraceptives. Employer-sponsored HIV programs have also been abusive at times, as illustrated by DaimlerChrysler's early 1990's policy of mandatory HIV testing for potential employees.

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[2] http://www.ifc.org/ifcext/aids.nsf/Content/The+Business+Case

The case for family planning

Few social programs make as significant a contribution to reducing poverty as family planning. The cost of family planning programs is relatively modest, and is usually offset by reduced expenditures on maternal and child health care. The case can be made that family planning expenditures are cost-effective, long-term investments in human capital development and family welfare.

Opportunities do exist for donors to encourage companies to include family planning programs in CSR. One way is to help companies rationally and programmatically link and bundle FP/RH to HIV or other health initiatives. There is a clear overlap between HIV prevention programs and family planning. Many HIV programs distribute free or subsidized condoms and include an information and education component. Programs could incorporate messages about condom use for "dual protection" against both pregnancy and HIV/STIs. Programs can emphasize that condoms are an effective family planning method for use by couples that wish to delay or space births, while protecting themselves against HIV and other sexually transmitted infections. Any health initiative that includes an education component can include information on family planning, maternal and child health, pregnancy testing, and STIs. Unlike other health issues, reproductive health and family planning needs are nearly universal among stakeholders, and donors can emphasize this point when working with companies.

The CSR models described in this paper present opportunities for the inclusion of family planning:

- The workplace is an obvious arena in which to offer family planning. Companies with health services or insurance plans should be encouraged to include family planning as a benefit, not only for employees but also for spouses and families. Where there is no health care provision for employees, family planning as a stand-alone benefit is still a cost-effective option. Globally, as greater numbers of women seek formal employment, workplace family planning and reproductive health initiatives will be increasingly important.

- Community-based programs, which tend to address environmental issues, education, health, women's empowerment, or micro-enterprise development, are also suitable and powerful vehicles for family planning programs. Programs that seek to expand access to and availability of contraceptives, as well as promote informed choice, can be bundled with other types of programs in the community. And as illustrated by DaimlerChrysler's HIV program, some workplace programs can be easily extended into the community.

- Pharmaceutical companies considering the Improved Access model can be encouraged to undertake programs that expand access to products such as hormonal contraceptives, IUDs, condoms, and treatment for STIs and HIV, especially for underserved populations.

- In the Leveraging Marketing Competencies model, firms with a large and loyal consumer base can use their products as a vehicle to carry positive behavior-change messages, as illustrated by MTV's HIV program. Consumer products companies can distribute similar messages through product packaging and advertising. Donors can co-fund technical expertise or serve as the implementing agencies, and can encourage companies to address other reproductive health issues, such as family planning.

- Cause-Related Marketing offers donors the opportunity to match companies with appropriate NGOs and causes. Working with the right companies, donors can facilitate partnerships

around reproductive health issues such as maternal and child health, HIV prevention and treatment, or family planning.

Many businesses are starting to see the benefits of moving beyond traditional commercial activities to address social or health problems in their own workforce, in their communities, and in the developing world. Although CSR programs are growing and expanding, reproductive health programs are uncommon and underfunded. With a relatively small investment, companies can make a tremendous impact in this area.