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Scaling-up:

Ground Level Challenges, Strategies and Best Practices in Securing Government and Multilateral Support for CSR Programs

By

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ASIAN FORUM on CSR 2008
Singapore, 20-21 November 2008



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2. Creating TOP-DOWN Partnerships

- **Shortcomings of the Horizontal Approach (PPP)**
 - **1) Different Targets/Expectations**
 - **2) Financials**
 - **3) Funding/profitability**
 - **4) Perceived Reliability Governments/Industries**
 - **5) Over the Head of the Communities**
 - **6) Bad overall communication**
 - **7) Resistance from the local communities**



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2. Creating TOP-DOWN Partnerships

- **Shortcomings of the Vertical approach**
 - **1) Insufficient National/Local Planning**
 - **2) lack of integrated approach**
 - **3) lack of communication**
 - **4) lack of cooperation**
 - **5) weak community involvement**



Vertical integration difficult to do

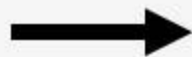


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2. Creating TOP-DOWN Partnerships

- **Consequences:**
 - **TOP-DOWN approaches for partnerships do not work**
 - **Over the head of local/regional governments**
 - **No or weak involvement of the communities**



Rejection by the communities/society



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3. BOTTOM-UP: 'Cacophonous'

Religious Group

Local NGOs

Regional Agencies

Socio-Economic Development

Poverty Alleviation

Trade Unions

Local Initiatives

Political Parties

Informal
Leaders/Groups

Etc...



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3. BOTTOM-UP: 'Cacophonous'

- **Shortcomings - Lack of:**
 - **Strategy**
 - **Coordination**
 - **Methodology**
 - **Funding**
 - **Expertise**
 - **Broad Public support**
 - **Etc...**



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3. BOTTOM-UP: 'Cacophonous'

- **Consequences**
 - **Insufficient connection to Regional/National Planning**
 - **Not connected to Industries / economic development**
 - **Insufficient access to funding**



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4. Solutions

- **The Pancake approach – Easy to Do**
 - **a) Have all the required ingredients**
 - **b) Prepare each individually**
 - **c) Understand the process**
 - **d) Create the correct environment**
 - **e) Use the right timing**
 - **f) Serve it in a appropriated way**
 - **g) Present it to the adequate audience**



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4. Solutions

- **In practice:**
 - **a) Research based approach to define clear targets**
 - **b) Connect with appropriate partners**
 - **c) Clear division of roles and responsibilities**
 - **d) Disciplined process**
 - **e) Assess and manage expectations and risks**
 - **f) Plan-manage-monitor-report progress**
 - **g) Strong transparent communication**



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4. Solutions

- **BOTTOM-UP implies:**
 - a) **Local/Regional economic SWOT**
 - b) **Building-up the required and sustainable institutions including education and training**
 - c) **Ensure maximum alignment with all others actors including their targets/strategy/conditions**
- **TOP-DOWN implies:**
 - a) **Research all available development and funding options**
 - b) **Apply these to the local requirements**
 - c) **Include all available science & all others projects**



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4. Solutions

- **Conclusions: Apply the 3R**

Conduct Research



Show Respect



Take Responsibly





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General Introduction

1. CSR: the main Actors and the missing Link
2. Creating Top-Down Partnerships
3. Bottom-up: 'Cacophonous'
4. Solutions
5. PA CSR Strategy
6. Tasikmalaya Indonesia Case Study
Creating an Integrated Economic Development Strategy
7. Aceh Community Home Case Study
Transferring Long Term Responsibility to Local Communities

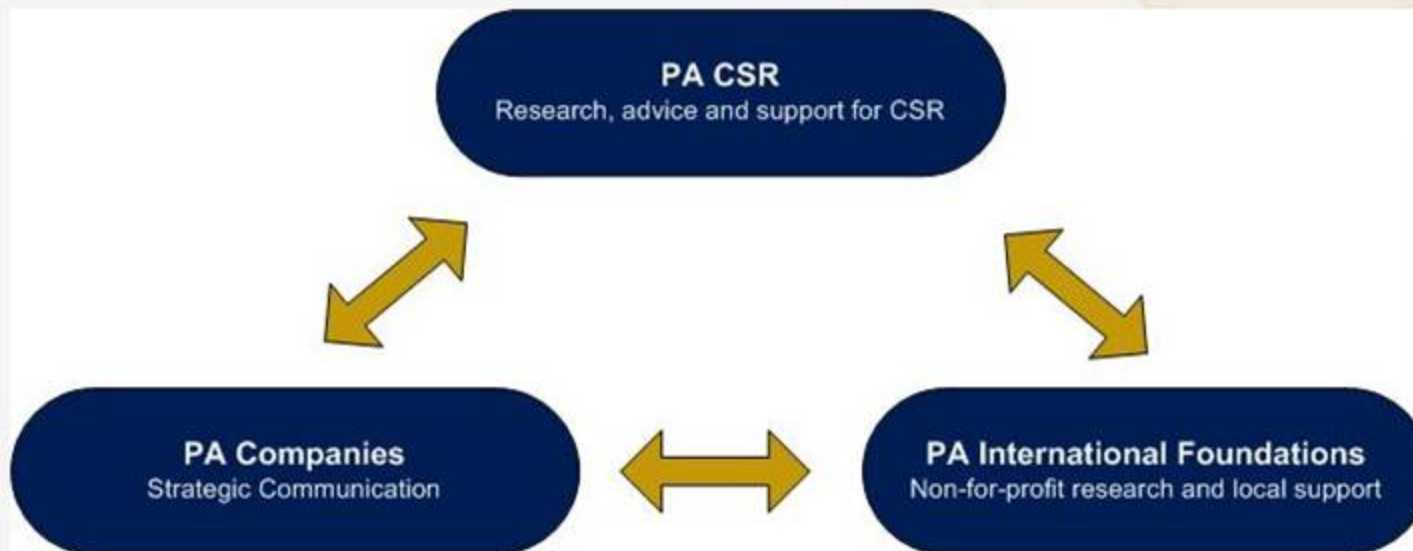


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5. PA CSR Unique Synergy

- 20 years of advising companies and governments on strategic communication/sustainability, CSR approach and programs
- Global Network of PA/PA CSR companies - 300 clients worldwide – Board with Elder Statesmen – Access to national and international authorities
- Strong Relationship with Media
- Practicing what we preach through PA International Foundation





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5. Experience

- Raising the Kursk
- Merger/acquisition/JV in EU, Oman, China, Indonesia, Russia
- Introducing new technologies
- CSR Accountability / Reporting programs
- CSR Academic Chair with EU/US/ASIA professors
- Water Management Academic Chair
- Stopping EU ban on all fish from Indonesia
- Creating SMEs center in depressed areas



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5. PA CSR Bottom-Up / Top-Down Approach





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6. Tasikmalaya Indonesia – Case study

Adding Value



Research



Design



Get Funding



Manage

- **The Problems:**
 - Poor socio-economic conditions
 - Lack of infrastructure
 - Low level of education
- **SWOT research with IAC Wageningen & University of Siliwangi to identify:**
 - **Short Term needs:** infrastructure, access to credit, education
 - **Medium Term needs:** Marine fisheries, tourism, plantations, horticulture, livestock
 - **Long Term needs:** Port, Road to Port
 - **Funding Partners:** ADB, EIB, Tasik Malaya Development Company, PA ASIA.
- **Strategy Design: Cikalong Harbour, 50 MUSD to open SW Java for:**
 - Education, professional fishing, transports, mining, bio-energies, textile, drinking water, tourism.
- **Supported by:** Regency - South West Java Province – ADB - National Development Planning Agency - Foreign Donors
- **Work in progress**



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6. Aceh Community Home – Case Study

- **Immediate Emergency Response – Ground level challenges - 2005:**
 - Creation of Lambrineu Foundation, including local, regional, international players and foreigner experts
 - Construction of the Community Home
 - Immediate Assistance for health Care (WHO), Child Care (UNICEF), Economic Recovery (UNDP)
 - Rehabilitation of water Infrastructure (Support of Levi Lassen, SAB-SAS)
- **Researches with UNSYIAH - WB – 2005/2006:**
 - Develop an agricultural recovery unit
 - Rehabilitate Chili Farming: (Rabobank, Plantum).
- **Medium Term Strategy Implementation (2007): Institutionalization**
 - Farmer Cooperatives , Micro-credit Cooperatives (OXFAM PP/Rabobank)
 - Linkage of the farmer cooperative with the local market HPSP to develop Horticulture)
- **Monitoring and Evaluation – In-depth SWOT 2008**
- **Redesigning Strategy:**
 - **Ambition to create an Organic Farming and Fair Trade Center that support economic development for the next 5 years – Budget USD 3 Millions**
 - **Create a local brand to sell certified product overseas in horticultural and essential oil sector (with support from the EDFF, EU, FAO etc...)**
- **Work in Progress**



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Thank you

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1. CSR the actors and the missing link



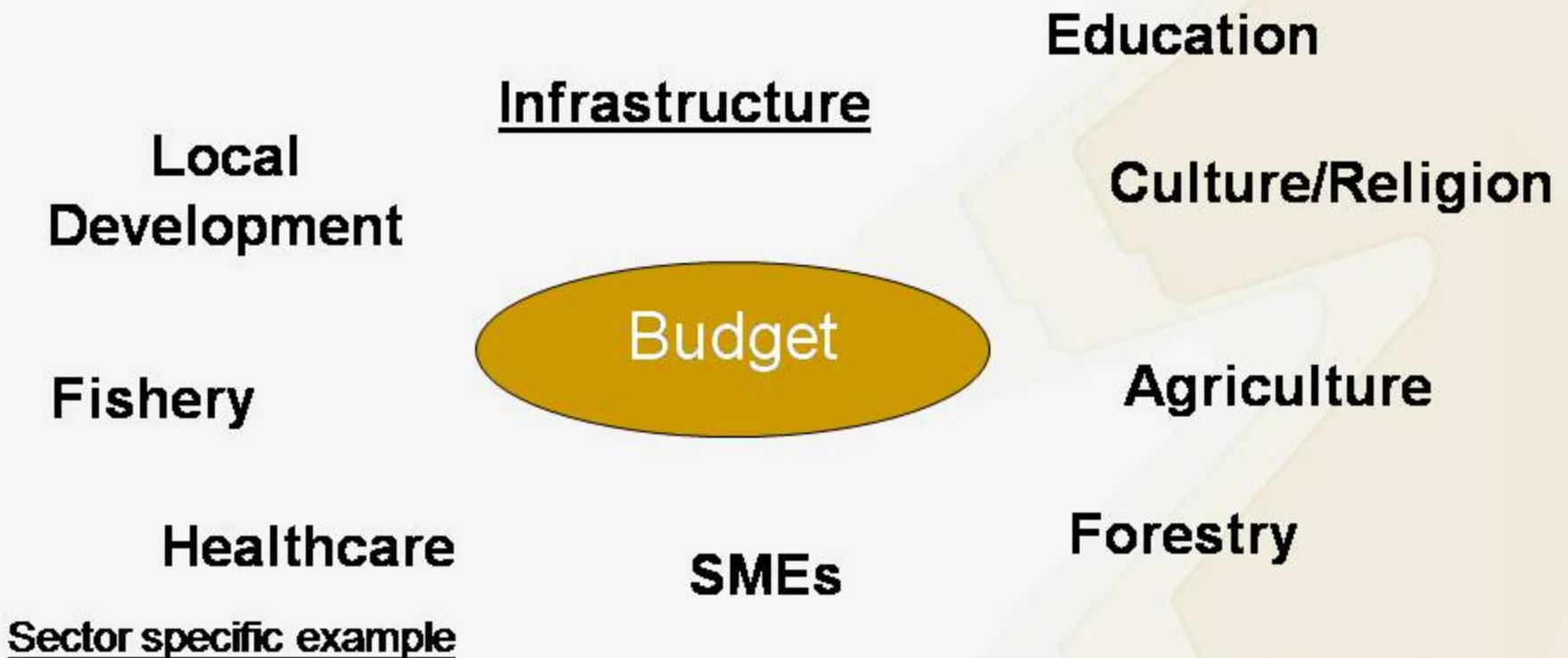


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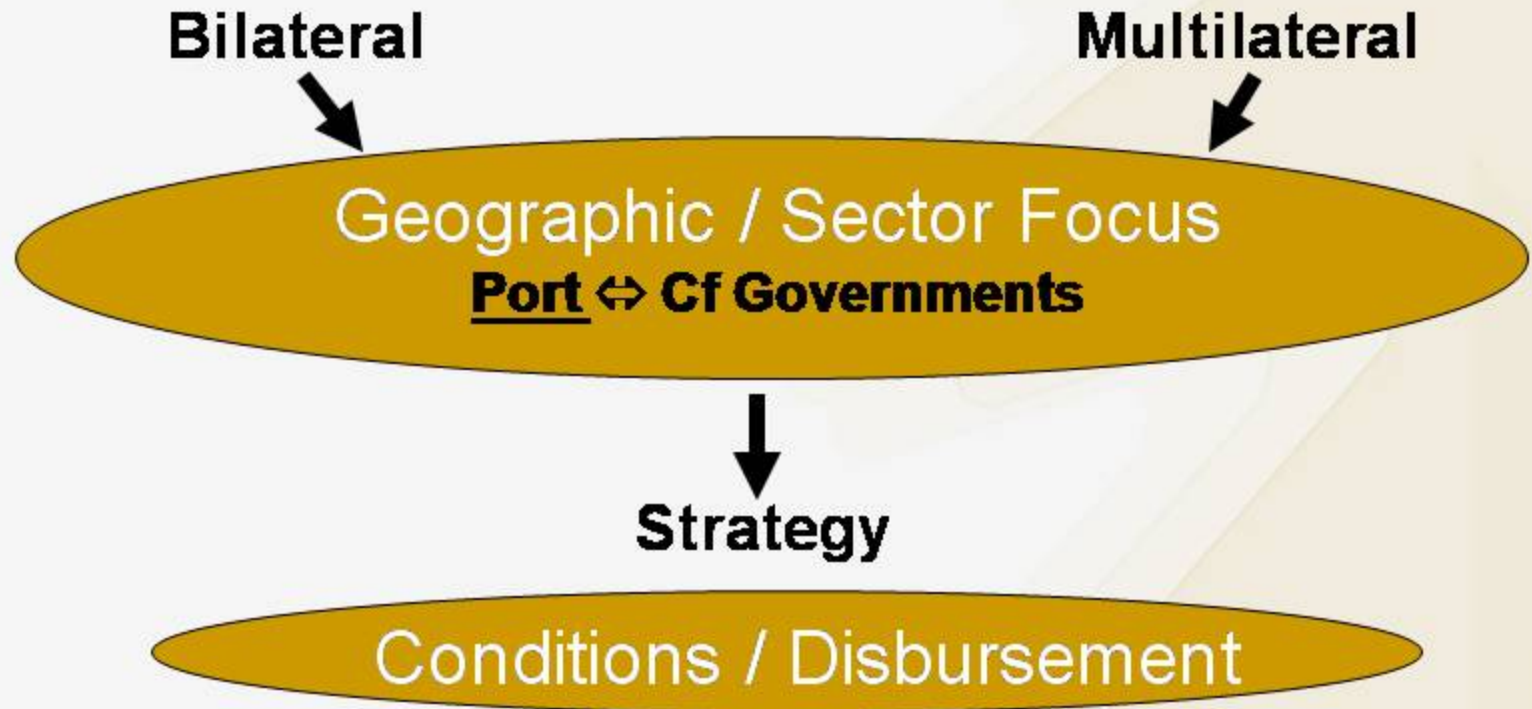
- National/Regional Governments





1. CSR the actors and the missing link

- Multinational/International Organization

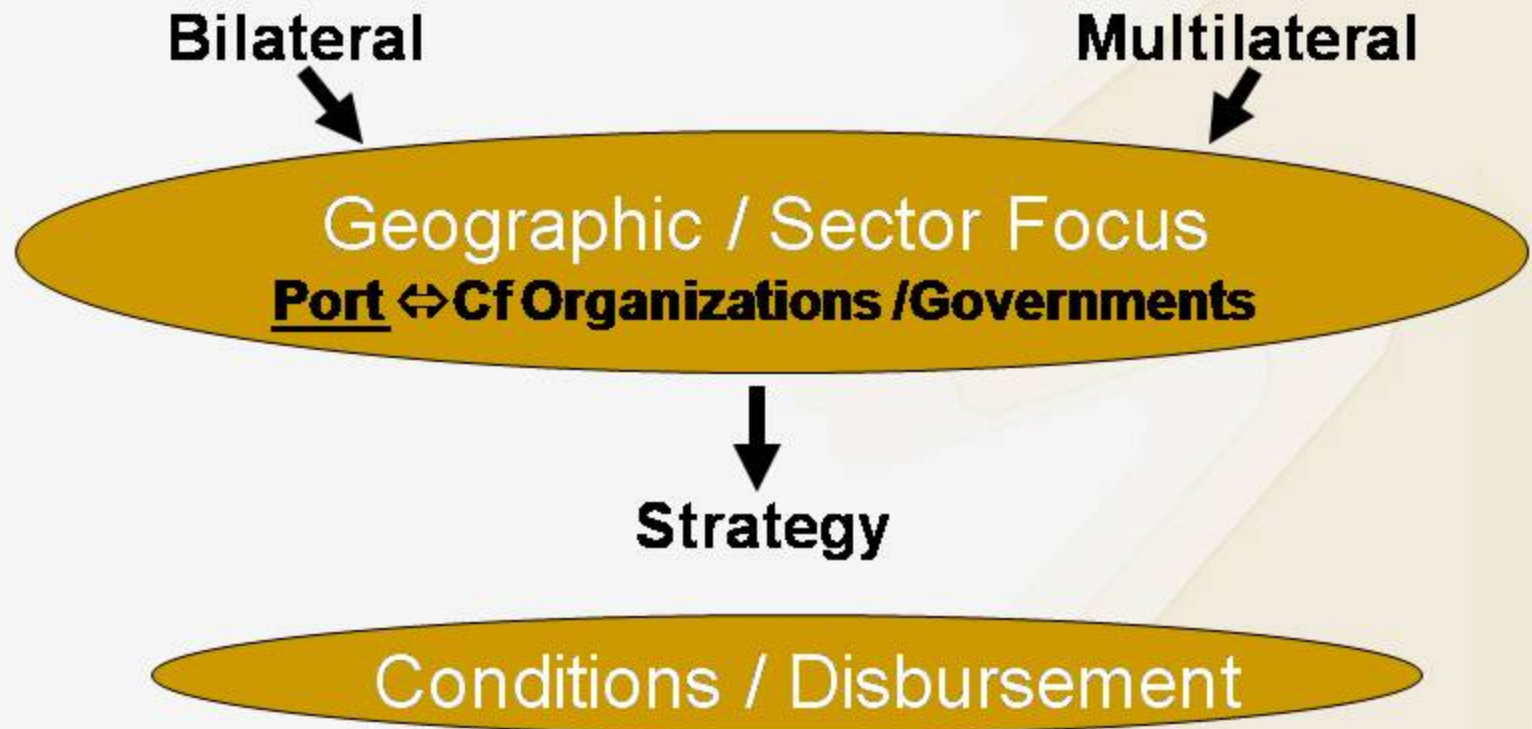


- Sector specific example Infrastructure



1. CSR the actors and the missing link

- Foreign/Local NGOs



- Sector specific example infrastructure



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1. CSR the actors and the missing link



- Sector specific example infrastructure



1. CSR the actors and the missing link

- Local Society

What?

Who?

Society

Why?

How?



When?

Expectation?



No Strategy

- The missing Link



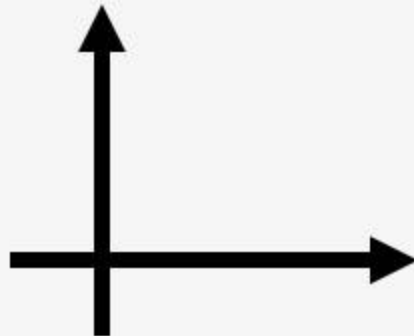
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2. Creating TOP-DOWN Partnerships

- **Cooperation**
- **Integration**
- **Coordination**

Vertical: Strengthening of individual elements along the chain
Different Targets (Production, Distribution, Education,)



Horizontal: Public Private Partnerships
Same Targets (School, Water Sanitation, Road)