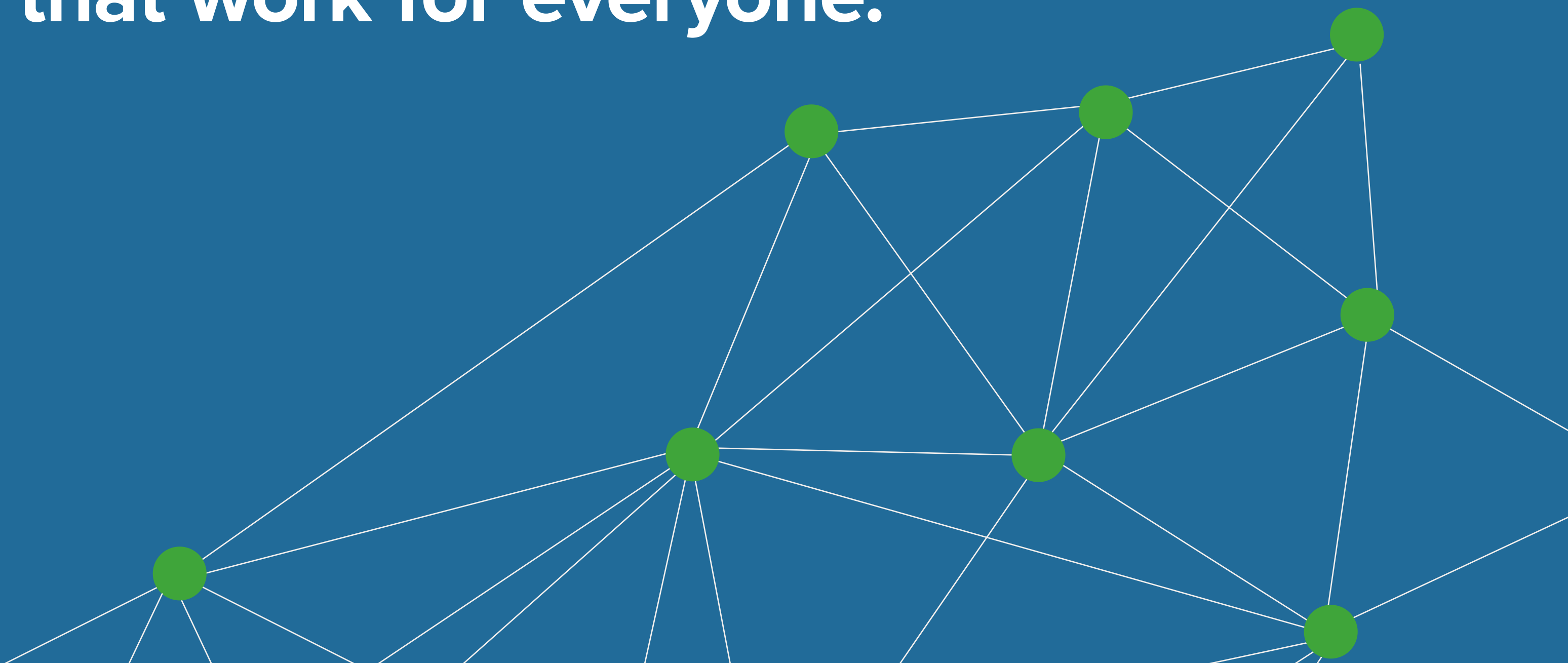


Business partnerships that work for everyone.





Balancing immediate support with systemic change

Even before the COVID-19 pandemic, the annual financing gap to meet the Global Goals was US\$2.5 trillion. With this shortfall estimated to have risen to US\$4.25 trillion, harnessing the power of the private sector is more critical than ever to bridge this gap, drive inclusive economic growth and poverty reduction, and achieve the goals by 2030.

1.42M

workers, farmers and their communities

63%

live on less than US\$5.50/day

55,000

people living with disabilities

Through a combination of UK aid funding and private sector contributions, Business Partnerships for Global Goals (BP4GG) invested in partnerships with multinational companies and not-for-profit organisations to test and scale responsible and inclusive business initiatives which aimed to drive progress on the Global Goals. The programme was managed by Mott MacDonald. Accenture Development Partnerships and the International Institute for Environment and Development were consortium partners.

Over the course of 18 months, we partnered with 20 international agricultural and garment product retailers (including 16 from the UK) and five not-for-profit organisations in eight partnerships projects across Africa and Asia. These projects supported 296 suppliers across Bangladesh, Ethiopia, Ghana, Kenya, Myanmar, Tanzania, and Zimbabwe, and reached 1.42 million workers, farmers and their communities, 63% of whom live on less than US\$5.50 a day.

Sustainable change for people and planet

Innovation was a critical focus of BP4GG with new business models tested that kept supply chains moving during the pandemic and improved their commercial and environmental sustainability, including working with new partners to trial sea freight for exporting flowers.

Listening and learning was an integral part of BP4GG's design and delivery approach, especially in a crisis where the context could change on a monthly, weekly or even daily basis. What may have been relevant at the beginning of the project may not be a few weeks or months later. We collected data throughout the project, enabling us to take quick, responsive and appropriate mid-course action in collaboration with partners. BP4GG put the people we were trying to reach at the centre of the project, meaning interventions stayed relevant and led to real results and long-lasting positive change.

By balancing immediate support with longer term systemic changes, BP4GG has equipped women and men working in agriculture and garment supply chains, to build resilience against future shocks and diversify their incomes and protected their jobs while also testing new ways of collaborating across retailers, suppliers and workers.

Mehnaz Bhaur
BP4GG Project Director

BP4GG drove progress towards eight of the Global Goals



Ghana
Cadbury Farmer Resilience Fund
Lead partner: Fairtrade Foundation
Consortium partner: Mondelez International

Bangladesh
Supporting women in the garment industry earn a living, stay safe and be respected in a COVID-19 environment
Lead partner: Ethical Trading Initiative (ETI)
Consortium partners: Arco, Marks and Spencer, Mi Hub, New Look, Primark, Sainsbury's, Tesco

Bangladesh
Hidden Supply Chains in Bangladesh – Bringing agency and resilience to informal workers
Lead partner: GoodWeave International
Consortium partners: Awaj Foundation, Monsoon Accessorize, Humanity United, VF Corporation

Bangladesh
Preventing a COVID-19 garment health worker and supply chain crisis
Lead partner: CARE International UK
Consortium partners: CARE Bangladesh, Marks and Spencer

Kenya
Building resilience in flower supply chains
Lead partners: Fairtrade Foundation and MM Flowers
Consortium partners: Co-op, Coventry University, FNET, Marks and Spencer, Tesco, Partner Africa, Women Working Worldwide

Kenya
Sea freight flowers
Lead partner: Flamingo Horticulture Limited
Consortium partners: Flower Watch, Practical Solutions International

Myanmar
Bridging the gap: supporting the transition from crisis to resilience
Lead partner: Impactt
Consortium partners: Primark, Women Win

Ethiopia, Kenya, Tanzania, Zimbabwe
Securing workers' rights in a COVID-19 context in East African agriculture supply chains
Lead partner: Ethical Trading Initiative (ETI)
Consortium partners: Co-op, Flamingo, MM Flowers, Minor Weir and Willis, Morrisons, Partner Africa, Sainsbury's, Tesco, Union Roasted, Waitrose

Providing an immediate response for sustainable growth

Initiated in February 2020, BP4GG was originally designed to test and scale shared value ideas with businesses. However, it was only two weeks into implementation when the pandemic struck. COVID-19 was not only a health shock but created major disruption to global trade and the economy. The impact on supply chains was immediate: reduced demand, cancelled orders, factory closures and staff laid off. This led to disruptions to supplies, financial shocks for small and medium-sized companies, and job and income uncertainty for their workers.

The families dependent on these industries for their livelihoods needed immediate aid. In less than 10 weeks, the programme was swiftly adapted to deliver bespoke support on the ground quickly, as well as fast-tracking eight projects in line with the programme's original aims to drive responsible and inclusive business innovation.



Photo credit: Magnifier Creatives

Food aid and nutrition support

12,000

garment workers

88,000

farmers and farm workers

Vaccine awareness and roll out

500,000

garment workers
and their communities

Through a combination of UK aid funding and private sector contributions, BP4GG delivered four projects targeted at garment workers in Bangladesh and Myanmar, and four supporting agriculture sector workers in Ethiopia, Ghana, Kenya, Tanzania and Zimbabwe. The projects provided a range of support including:

- Supplying garment and agricultural workers and their families with health packages including masks, soap, hand sanitiser and paracetamol.
 - Providing farms and garment factories with technical assistance on implementing COVID-19 safe processes to stay in production.
 - Financial support for factory workers during the pandemic and beyond.
 - Strengthening healthcare systems to safeguard women against gender-based violence in the workplace and wider community
 - Supporting cocoa farmers and flower farm workers to cultivate other crops and diversify their incomes through climate-smart farming.
 - Testing innovative and climate-smart freight options for flowers shipped from Africa to the UK and Europe.
 - Training and support for flower farm workers to enable them to continue to grow and harvest their crops during lockdowns.
- The images and stories on the following pages highlight what the programme has achieved.**



When my family, friends and neighbours are safe, I know that I am also safe.

I had only heard about COVID-19 on the radio and I wasn't sure what to believe. We were given training where I learnt about the symptoms to look out for and the different signs of the virus.

BP4GG worked with the farm management team to put in safety measures to help protect us. We were given a reusable facemask and hand sanitiser is made available around the farm. We have our temperature checked at the main gate and additional tables were introduced in my workspace to maintain social distance.

I had heard many myths about the vaccine so was not sure if it was safe or effective. The training explained its benefits and as a result, I decided to get vaccinated as soon as I could.

I shared what I learnt with my family, friends and neighbours, so they also know how to protect themselves. When they are safe, I know that I am also safe.

Eric Kirihi Mugambi
Farm worker at AAA Growers, Kenya

COVID-19 shone a light on the remaining weaknesses in the communities. It has helped us to act fast. We are already seeing good results and transformative change that will stay in communities. This is what we want to see.

Cathy Pieters
Senior Director Sustainable Ingredients
and Cocoa Life at Mondelez International



Photo and story credit: Vincent Owino



Each of us received a hygiene kit which included masks, hand sanitiser and soap.

I work in the office at Habitus and live close by. My day-to-day work checking product quality, preparing reports and conducting audits. I enjoy the teamwork aspect of my job the most.

When I first heard of COVID-19, I was scared because it was completely unknown to all of us. My factory put up safety posters which included a QR code we could scan with our phones to watch five video dramas showing us how to protect ourselves from the virus. Each of us received a hygiene kit which included masks, hand sanitiser and soap.

The videos also gave guidance on staying safe in emergency situations such as a fire. We were taught how to use the fire extinguishers and how to evacuate and help others safely.

As well as raising my own awareness of health and safety, I am able to share information about staying safe with my family. Habits that we never knew were so important have now become an integral part of our daily routine.

Sayunti Patoyari
Quality assurance at Habitus Fashion Ltd, Bangladesh



Photo and story credit: Magnifier Creatives



We will take care of you so you can come back to work.

We needed to evaluate whether the farm had the structures to accommodate all our 850 staff safely. We posted clear procedures on noticeboards and linked up with doctors from a nearby dispensary. We converted one of our boardrooms into a quarantine area with beds so if our workers show symptoms, we can isolate them and then contact the doctor. We also have a truck on standby for taking workers to hospital in case of an emergency.

The training we received was much more in depth than what was being shown on the television.

Feedback from factories has been first class. You have raised the bar in occupational health and safety knowledge and train the trainer approach. The project and training are sustainable and can be migrated to other factories.

Danny Hobson
Head of Sustainability and Ethics at Arco Ltd



Photo and story credit: Vincent Owino

Drivers would bring parcels from Nairobi which would pass through many hands before getting to the final person. To reduce the chances of transmission, we decided to dispatch all parcels together then have a specific person to collect them.

Creating awareness is an everyday activity. I tell the workers not to take it for granted. If you are sick, it doesn't mean that you won't get well. We will take care of you so you can come back to work. We have to be there for other people.

Doris Wairimu
Production manager and agronomist
at Subati Farms, Kenya



Computerised records make it easy for us to identify and treat illness patterns.

Many workers sit for long hours so we have brought in twice-daily exercise sessions which has resulted in a huge decrease in the number of cases of back pain and muscle pain in the factory. Tuberculosis (TB) was a common disease in garment workers but we've linked up with BRAC's TB prevention programme. I completed training on how to recognise symptoms and treat TB and we can also send workers for tests, treatment and medicines. Rates of TB among workers have decreased.

The introduction of Electronic Medical Records (EMR) to the factory's medical department has increased the efficiency of our work by a great extent. EMR allows us to maintain up-to-date records and when a worker falls sick and visits us, we update their record straight away and print out a typed prescription. This means there are no longer any difficulties to understand handwriting and if a worker loses their prescription by mistake, we can easily retrieve it. Since EMR holds records of all prescriptions and medical history of the workers, it has been easy for us to identify illness patterns among workers.

For example, if someone keeps suffering from the same illness frequently, we are able to offer targeted advice and support to them. EMR has also made it easier to monitor the health of pregnant workers and has also helped us identify and analyse the most common illnesses in the factory. For example, we found out that many workers were suffering with urinary tract infections, so we raised awareness of drinking water more frequently to prevent them. This doctor friendly software has made our lives much easier in many ways.

Dr Jeb-ul Farzana Tonni
Medical officer at Fakhruddin Textile Mills, Bangladesh

Photo and story credit: Magnifier Creatives



Empowering women

With women and girls making up over 55% of the people benefitted by BP4GG, the programme focused on a series of interventions to promote their economic empowerment, enabling 650,000 women to be more resilient to future

economic shocks. In addition, BP4GG rolled out gender-based violence awareness training to 73,000 workers in factories to increase safety for women in the garment industry.

650,000

Women and girls more resilient to future economic shocks

73,000

Garments workers received gender-based violence awareness training



Photo credit:
Magnifier Creatives



Photo and story credit: Magnifier Creatives



My factory established an anti-harassment committee to support female workers.

I live with my younger sister near the factory, away from my parents who are residing at our village in Mymensingh, Bangladesh. I have been working here for three years and I maintain production quality. I also prepare reports for my work which enables me to learn a lot.

My family and I were gripped by extreme hopelessness during the initial days of COVID-19. It was the uncertainty around my job and future that troubled me the most when the factory remained closed due to the lockdown. With BP4GG, my factory conducted hygiene training and awareness campaigns so that we knew to stay safe. We discussed the importance of wearing a mask, wash our hands and maintaining distance from others to reduce the virus spreading.

BP4GG worked with the factory management team to establish an anti-harassment committee to support female workers in the factory who would otherwise have endured

harassment silently due to fear. The committee provides a comfort zone to the victims of sexual harassment or other types of abuses by listening to them. As a committee member I assure the victims complete privacy by keeping their names anonymous while sharing their issues with the authorities. The authority then goes for the suitable action and helps the victims.

BP4GG has left a great impact in my life as I am more aware of health issues and my rights. I feel empowered.

Shanaz Akhter

Garment worker at Fakhruddin Textile Mills, Bangladesh



Photo and story credit: Magnifier Creatives



I too have rights to live my way, express my opinions and make decisions freely.

I live with my husband and two sons in the Gazipur District where a lot of garment factories are.

At one of the community meetings arranged with BP4GG, we learnt about eating healthy and staying hydrated during menstruation and discussed using sanitary napkins instead of cloths. We talked about the importance of changing pads regularly to prevent infection. I started to volunteer in the community support group and now teach women about maintaining proper hygiene during menstruation. The group distributes sanitary napkins to women to encourage their use.

I also attended a session on recognising abuse. I had no idea that I could be subjected to not only physical but mental abuse as well. This made me

understand that I must not stay silent but speak up against any kind of harassment and abuse, both for myself and others. Most importantly I realised that being a woman doesn't make me inferior to men in any way and that I too have rights to live my way, express my opinions and make decisions freely. There was an incident where I, along with my support group of 17 members, resolved a case of abuse in our area with the help of the local Councillor of Gazipur.

Taking part in the sessions and joining the support group has empowered me as I got to be aware of my rights and self-worth.

Salma Akter

Community member in Gazipur District, Dhaka, Bangladesh



I learnt to identify the signs of sexual harassment and know what steps to take.

I work in the packaging section at Fakhruddin Textile Mills. I share a flat with other workers. My family includes my parents, wife and two young daughters. They live in our village home and I go to visit them every two months.

BP4GG worked with the factory to give us anti-harassment training, financial management training and other health related training. Through the anti-harassment training, I learnt to identify the signs of sexual harassment and know what steps to take if I witness it inside the factory or in public. I also attended a session on menstrual hygiene and was able to talk to my family and others about menstruation,

maintaining a balanced diet and staying healthy. I am now more self-aware and know how to take care of myself and my family's health and wellbeing properly. The same me who was once indifferent about his surroundings is very much a more conscious and careful individual today.

Mohammed Tota Mia

Packaging worker at Fakhruddin Textile Mills, Bangladesh



Photo and story credit: Magnifier Creatives

At Marks and Spencer, we have a robust approach to ethical fashion - we know we're only as strong as the communities where we operate, and we're committed to helping improve the lives of workers in our supply chain through collaborative initiatives.

Fiona Sadler

Head of Ethical Trading at Marks and Spencer

Business partnerships generating climate action

All around the world, farmers are feeling the effects of climate change. Erratic rainfall, droughts and climate-related disease can upset the fragile plant and wipe out entire yields.

In Ghana, one person in eight is involved in cocoa production but climate change is making it harder for them to make a living from their crop.

To mitigate the impact of climate change and help protect livelihoods, BP4GG has trained over 7,000 Ghanaian farmers in climate-resilient farming methods and provided support for farmers and their families to diversify their incomes.

7000

cocoa farmers received training on
climate-resilient farming methods





Because cocoa is a seasonal crop, we were trained on adding other crops to it.

I have learnt a lot about climate change and its effect on farming from the training we had. We learnt not to burn the farm after weeding. Rather, we should leave the weeds on the farm to rot and serve as manure. I have also learnt not to cut down the trees and grow more trees in our farms. These practices are helping the crops grow well and bring high yields compared to what I harvested in the past.

Because cocoa is a seasonal crop, we were trained on adding other crops to it. I am planting garden eggs [eggplant], tomatoes, okra and pepper alongside the cocoa. This is helping me support my family with the income I make from selling the crops.

Joyce Ayitey
Cocoa farmer, Ghana



Photo and story credit: Lema Concepts Africa

Our goal for this project is to continue to support cocoa farmers to be resilient against climate change and to ensure a sustainable cocoa supply chain.

Jephthah Mensah
Agricultural and Environmental Manager at Cocoa Life



Now our crops are growing well and we have money in our pockets.

We have already been experiencing the impact of climate change on our farms. During sessions with Fairtrade, Mondelez and their partners, we discussed ways to lessen the effects by planting trees and allowing weeds to rot on the land rather than burning it after we had cleared it. We've shared our knowledge with other farmers, who have also put it into practice. Now our crops are growing well and we have money in our pockets.

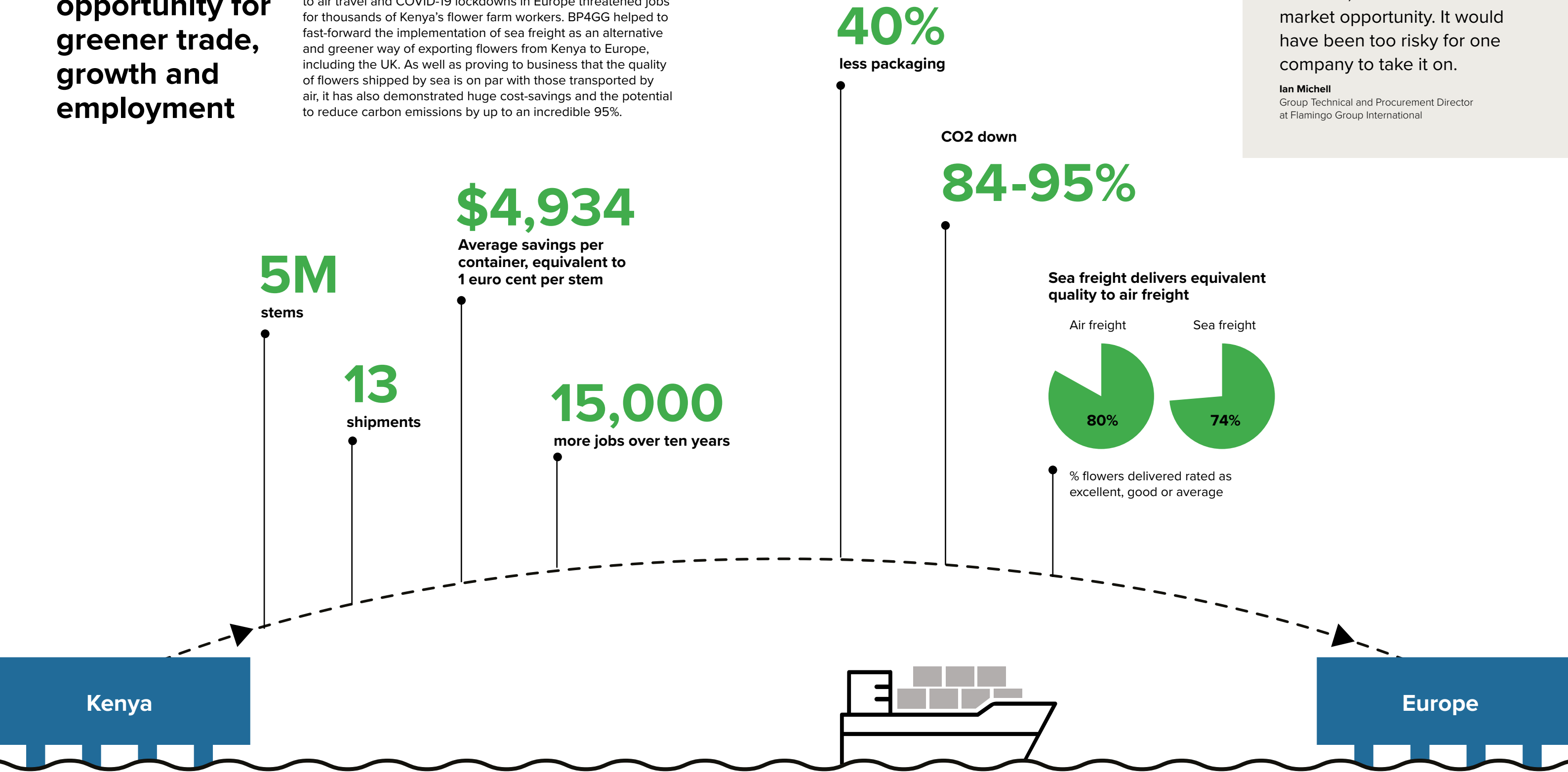
Kingsley Armah Suhum
Union secretary, Ghana



Photo and story credit: Lema Concepts Africa

Sea freight provides an opportunity for greener trade, growth and employment

As the world's fourth largest exporter of cut flowers, disruption to air travel and COVID-19 lockdowns in Europe threatened jobs for thousands of Kenya's flower farm workers. BP4GG helped to fast-forward the implementation of sea freight as an alternative and greener way of exporting flowers from Kenya to Europe, including the UK. As well as proving to business that the quality of flowers shipped by sea is on par with those transported by air, it has also demonstrated huge cost-savings and the potential to reduce carbon emissions by up to an incredible 95%.



This not being a competitive situation, became a route to market opportunity. It would have been too risky for one company to take it on.

Ian Michell
Group Technical and Procurement Director
at Flamingo Group International

Protecting livelihoods

BP4GG delivered economic, social, and health interventions to 1.42 million workers and their communities, 55% of whom are women. It supported over 14,000 Kenyan flower farm workers and Ghanaian cocoa farmers to secure

different sources of income such as kitchen gardens and bread making. Financial literacy training helped farm workers to understand more about accessing formal financial services and strategies for saving.

14,000
farmers and farm workers supported
to diversify their income

Photo credit:
Lema Concepts Africa



Photo and story credit: Lema Concepts Africa



BP4GG has enabled my programme to move closer to the vision of independent farmers practising farming as a business.

I manage the Mondelez climate change and organisational strengthening programme being implemented by Fairtrade, in collaboration with Cocoa Life. The programme works with unions to support farmers diversify their incomes as a way of improving their resilience to the effects of climate change.

BP4GG worked with nine unions on about 38 projects. We are providing training to unions on the impact of climate change on cocoa productivity and the measures that could be taken to minimise the impact of climate change on farmers' livelihoods.

Farmers have adopted new production techniques and started micro-enterprises such as soap-making which can generate

additional income and reduce their reliance on cocoa. I have seen hope, I have seen smiles and I have seen belief on their faces. They have attested to the importance of these initiatives in terms of improved income and being able to find solutions to climate change.

By giving us the resources to work directly with farmers, BP4GG has enabled my programme to move closer to the vision of independent farmers practising farming as a business.

Patrick Ajowodah

Manager of the Mondelez climate change and organisational strengthening programme



Photo and story credit: Vincent Owino



I’ve already started making money.

Kitchen gardening is faster and can generate income quicker. It does not require a lot of expense and requires little fertiliser or management.

I planted kale, spinach, garden peas and sugar snaps. Now I have harvested my first batch and no longer spend money on vegetables as I get them directly from the farm. I thought it would be a small project that would not be profitable, but I’ve already started making money from selling the produce. This motivates me to plant more.

Wilson Onguko
Farm assistant at Nduati Farm supplying flowers to Flamingo Farms, Kenya

COVID-19 has been an unprecedented crisis and has had an unprecedented impact on many of the people in our supply chains. What we’ve found is that those really strong partnerships and relationships that we’ve had in place have been absolutely key to our response. Through this project, we were able to come together really rapidly to respond to the crisis that workers in the agriculture sector in Kenya were facing.

Aisha Aswani
Senior Human Rights and Ethical Trade Manager at Co-op



Savings will help in case of emergencies such as hospital bills.

I attended sessions on savings, finance management and how to budget and prioritise. As a small-scale farmer, I need to consider myself as an employee in and pay myself. Savings will help in case of emergencies such as hospital bills. We discussed short-term and long-term savings. I can save for a long period of time and earn higher interest. I shared what I learnt with my wife, brother and neighbours to encourage them to think about saving.

I also benefitted from the kitchen garden training and seedling distribution. I received mangetout and snow peas seeds. I planted some of the seedlings and distributed some to my neighbours. I harvested about half a tonne and sold them. The extra money came in handy during these hard times.

Bernard Mwenda
Small-scale farmer supplying flowers to Flamingo Farms, Kenya



Photo and story credit: Vincent Owino



Photo and story credit: Vincent Owino



Income from selling soap is used to support my children.

Climate change has affected us negatively in so many ways. The sun no longer shines when it is supposed to. The rains do not come when it is the rainy season. When you grow your maize, the harvest is poor and insects feed on the crops. When the maize germinates, harsh sunlight burns it. The cocoa also gets burnt in the farm.

I received training on climate resilient farming. The training taught me to plant more trees, weed the cocoa farm and prune for air flow and more light. This is helping me improve my yield.

The farmers who were not part of the training have noticed my new methods and how my yield has improved. They have also adopted the same methods.

When cocoa is not in season, we are not able to support the family so we also received income diversification support, like soap making. The income from selling soap is used to support my children in school and my family.

The training has empowered me to be independent and has been life changing.

Doris Korkor
Cocoa farmer, Ghana



If I budget well, I can achieve a lot with my earnings.

Sessions on financial management made me realise that if I budget well, I can achieve a lot with my earnings. I would spend money on unnecessary things which made it difficult for me to save for my future. I intend to save enough to be able to buy land and build myself a house as well as invest in dairy and poultry farming. I used to think loans and debts were a burden but learnt they can be useful if you intend to take them to do things that will be of benefit to you.

Christine Joy
Nursery farm worker at Cenacle farms, Kenya



Photo and story credit: Lema Concepts Africa

Sustainable supply chains that protect people and planet

Between 2020 and 2021, BP4GG worked with a total of 331 partners, businesses and suppliers to build resilience, transparency and inclusion in global value chains. It provided immediate support to protect people's livelihoods during the pandemic but also considered what was needed in the longer term to build back better.

We have been able to use data to demonstrate to the Board how good relationships with our suppliers strengthen our business. Our suppliers know that we are supporting them even if we are not able to be with them in person.

Julie Taylor
Ethical Compliance Officer at Mi Hub

BP4GG is a unique example of how governments, businesses and not-for-profits can work together to achieve better social outcomes and shared value – protecting vulnerable women and men, improving working conditions and workers' rights, and raising awareness of health issues and gender-based violence, as well as combating climate change while promoting opportunities for trade.

The challenge to achieve the Global Goals is huge and time is running out fast. Partnerships based on mutual trust and shared goals, clarity and flexibility will be critical as the world overcomes COVID-19, tackles climate change and works to achieve the Global Goals. But it's not just communities and the environment that benefit – it's good for the bottom line, too.

The pandemic shone a light on the importance of every link in the supply chain – from beginning to end – being able to adapt to the unexpected and protect vulnerable workers. Those businesses that are investing in tomorrow and thinking about the long-term now, have been able to protect workers and safeguard their operations during a worldwide crisis and will be more resilient against future shocks.

For Primark, this project is an example of how we approach supply chain relationships and wider issues around worker welfare; engaging with factories from a worker-centred, development perspective is key.

Lindsey Block
Head of Partnerships and Capacity Building at Primark

BP4GG has demonstrated that business can work for everyone from garment workers, farmers and farm workers through to the customer buying their favourite clothes, flowers and chocolate. It has shown that increasing the resilience of supply chains will enable companies to meet customer demand throughout market disruption while remaining competitive and protecting jobs and livelihoods in developing countries. Driving inclusive economic growth and long-term prosperity for everyone.

VF continues expanding our traceability and transparency efforts to dig deeper into our extended supply chain. The programme will enable VF to enhance its policies and processes to advance the systemic change needed to address issues hidden deep within the apparel industry's global supply chains.

Peter Higgins
Vice President, Global Responsible Sourcing at VF Corporation



With thanks to our partners



