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Mapping corporate commitments to female economic empowerment

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1 Introduction/Overview

This rapid review provides information of a selection of corporate initiatives related to promoting female economic empowerment and supplier diversity. Not many corporations make detailed, specific information on these commitments available; instead the mapping has had to rely mostly on brief press releases or highlights posted on the company website.

From the information available it appears that many of the commitments do not fit all of the criteria for a SMART (Specific, Measureable, Actionable, Realistic and Time-bound) initiative. Some corporations have goals to reach a set number of girls and women through training programmes and other empowerment initiatives by a certain date; very few provide up-front key performance indicators that involve assessing the actual impact of these initiatives. Some corporations (e.g. MAS Holdings) publish progress reports of output performance (e.g. numbers participating in training programmes). Others (e.g. Gap Inc., Goldman Sachs and Coca-Cola) have invested in rigorous mixed method impact evaluations of their empowerment initiatives, often in partnership with NGOs and research institutions.

There are different types of commitments. This mapping is organised into two parts: commitments that directly and immediately involve companies' internal structures and/or supply chains, and broader programmes that may have longer-term goals. A variety of types of initiatives are sampled including setting targets and quotas for employment and for suppliers, business training, general education, technical skills training, financial inclusion, and developing independent trading opportunities.

For an overview of a wider range of initiatives, the UN Global Compact's working document *Companies Leading the Way: Putting the Principles into Practice*¹ provides short snapshots of more than 90 companies or initiatives relating to the Women's Empowerment Principles.

¹ http://www.unglobalcompact.org/docs/issues_doc/human_rights/Resources/Companies_Leading_the_Way.pdf

2 Commitments directly involving structures and/or supply chains

2.1 Anglo American Platinum

<i>Organisation</i>	Anglo American Platinum, a South African multinational company
<i>Partners</i>	None
<i>Programme/ Commitment title</i>	Women in Mining
<i>Description</i>	<p>The South African Government's Mining Charters sets targets for women's representation in the mining sector:</p> <ul style="list-style-type: none"> • The 2005 Mining Charter stipulated that women across all occupational levels were to make up 10% of the staff complement of mining companies by 2009. • In the 2010 the South African Department of Mineral Resources charter, the target to be achieved by 2014 was instead stipulated based on a minimum demographic representation of 40% of historically disadvantaged South Africans (HDSAs) at the top, senior, middle and junior management levels. <p>The company has introduced a number of activities to meet these targets, including "the introduction of fast-tracking programmes, targeted recruitment and improvements in the working environment".</p> <p>Improvements include "the supply of sufficient and suitable change houses, the provision of appropriate personal protective equipment, and the formation of women's forums at all operations". In addition "a women-in-mining portfolio was created in 2006, and charged with attracting, developing and retaining female employees".</p>
<i>Country/region</i>	South Africa
<i>Sector</i>	Mining
<i>Year established</i>	2005
<i>Impact measurement</i>	<p>Women made up 12.4% of the company's staff in 2011 and the company has already surpassed the minimum 2014 target at all management levels except senior management of 19.3% representation of women (calculated as a percentage of the overall Mining Charter target of 40%).</p> <p>The company website does not provide further details on how impact of their women's empowerment activities is measured.</p>
<i>Web link</i>	http://www.angloplatinum.com/sus/eco/people_rights.asp

2.2 Coca Cola

<i>Organisation</i>	Coca Cola, American multinational corporation
<i>Partners</i>	National governments, civil society and other companies. Examples of partners include Bill and Melinda Gates Foundation, UN Women, Technoserve and the IFC.
<i>Programme/ Commitment title</i>	5by20
<i>Description</i>	<p>5by20 aims to enable economic empowerment of 5 million women in Coca Cola's value chain by the year 2020. It supports women producers, retailers, artisans, recyclers, distributors and suppliers by offering access to business skills training courses, financial services and connections with peers or mentors. It builds on the older Supplier Diversity Program: with a broader focus, including both ethnic and gender diversity, this programme began in the US in 001 and globalised in 2005 with a focus on indigenous populations in Australia, Canada, and South Africa. Activities have included "efforts to educate and pre-qualify minority- and women-owned businesses, and give them exposure both inside and outside the Company. Each country has its own supplier diversity goals, set in terms of procurement spend. In the United States, the program targets both first tier suppliers (that supply the Company directly) and second tier suppliers (that supply first tier suppliers). In 2011, the Company procured \$766 million in goods and services from minority- and women-owned first and second tier suppliers in the United States".</p> <p>5by20 integrates with this programme, and prioritises the focus on women-owned suppliers.</p> <p>It is also noteworthy that in addition to the 5by20 initiative, The Coca-Cola Company supports other women's economic empowerment efforts around the world, primarily through the Coca-Cola Foundation. For example, a 2012 press release announced that Coca-Cola Foundation commitment of a USD 3 million grant to Pact to support women's economic empowerment and job creation initiatives throughout Myanmar through a program called WORTH. Activities include supporting 'women interested in supporting a variety of businesses, and Coca-Cola expects the program to eventually identify women entrepreneurs interested in becoming independent shopkeepers and distributors of Coca-Cola products'. (The Coca Cola Company, 2012)</p>
<i>Country/region</i>	12 countries: Kenya, Brazil, China, Costa Rica, Haiti, Egypt, India, Mexico, the Philippines, South Africa, Nigeria and Thailand.
<i>Sector</i>	Agriculture, supply chain, distribution and retail, recycling.
<i>Year established</i>	2010
<i>Impact measurement</i>	<p>Jenkins et al (2013) report that the initiative has reached 300,000 women producers, suppliers, distributors, retailers, recyclers, and artisans in 12 countries (p. 6).</p> <p>No impact assessment has been found. Jenkins et al (2013) provides illustrative cases of the different activities under the programme, but does not assess impact. Coca-Cola has, however, signalled its intention to undertake impact assessments. The 2012 progress report explains how the programme's impact will be measured:</p> <ul style="list-style-type: none"> • The programme will track progress "by counting each woman who

	<p>participates in an enabling program”.</p> <ul style="list-style-type: none"> • The long-term impact of the programme will be measured through “a cross-sample of programs on participating women, their families, their communities and on our business”. • Coca-Cola also plans to partner “with respected third parties on independent, in-depth studies of program progress, effectiveness and scalability”. (Coca-Cola, 2012, p. 6)
Web link and sources	<p>http://www.coca-colacompany.com/stories/5by20/ The Coca Cola Company (2012). <i>The Coca-Cola Company Expands 5by20 Women's Economic Empowerment Initiative</i>. http://www.coca-colacompany.com/press-center/press-releases/the-coca-cola-company-expands-5by20-womens-economic-empowerment-initiative Coca Cola (2012). 5by20 Progress Update. http://assets.coca-colacompany.com/64/20/28362d0a4ab8b51f853edcc6a765/5by20ProgressUpdate.pdf Jenkins, B., Valikai, K. & Baptista, P. (2013). <i>The Coca-Cola Company's 5by20 Initiative: Empowering Women Entrepreneurs across the Value Chain</i>. Cambridge, MA: The CSR Initiative at the Harvard Kennedy School and Business Fights Poverty. http://www.hks.harvard.edu/m-rcbg/CSRI/CSRI_BusinessFightsPoverty_5by20Report_September2013.pdf</p>

2.3 Gap Inc

Organisation	Gap Inc., American multinational company
Partners	The programme was designed and developed in partnership with Swasti-Health Resources and the International Center for Research on Women (ICRW). CARE is a key implementing partner as well as vendor partners.
Programme/Commitment title	P.A.C.E. (Personal Advancement & Career Enhancement)
Description	<p>This is an educational learning programme for female garment workers in GAP factories which delivers life skills, technical training, and educational learning. The training is delivered over 8-10 months in two phases. The first phase is a training course of approximately 65-80 hours and up to eight modules covering topics such as communication, problem-solving and decision-making, general and reproductive health, legal literacy, financial literacy and gender equality. The second phase focuses on technical training and is led by GAP's partner garment factories, with the content tailored to the workers' learning abilities and technical potential.</p> <p>The programme has recently expanded from being a core business function in factory settings to communities in Cambodia, India, Bangladesh, making it a CSR programme as well.</p> <p>Nanda et al (2013) report that Gap Inc. has expanded P.A.C.E. across Asia and that more than 20,000 women have participated in the programme.</p>
Country/region	Factories are located in over 50 countries, for example in South East Asia, China, South Asia and Europe. It is not clear in which countries the programme is conducted.

<i>Sector</i>	Clothing and accessories retailer
<i>Year established</i>	2007
<i>Impact measurement</i>	<p>Gap Inc. reports that programme participants “have gained so much more than just professional skills – they have more confidence, stronger communication skills, and an understanding of the importance of goal setting and practical financial practices”.</p> <p>The International Center for Research on Women (ICRW) evaluates the P.A.C.E. programme. Gap Inc.’s website published the following highlights from ICRW’s research on the programme in India and Cambodia.</p> <ul style="list-style-type: none"> • Women reporting that they had better workplace relationships and communications skills increased by at least 36%. • Women reporting a greater belief in self and their own abilities increased by 32%. • Women reporting that they are saving regularly and at a greater rate increased by 69% in India and 35% in Cambodia. • Factory managers report improved efficiency, increased professional advancement and lower rates of absenteeism from P.A.C.E. graduates. <p>The ICRW have published a report on their comprehensive evaluation of the P.A.C.E. programme (Nande et al, 2013). The report summarises findings from ICRW-conducted programme evaluations from 2009 - 2013 at six separate factory sites – two in India and one each in Cambodia, Vietnam, Bangladesh and China. The main conclusions are:</p> <ul style="list-style-type: none"> • “P.A.C.E. is an effective, sustainable and scalable model that yields high returns for women, their families and the businesses where they work.” • “P.A.C.E. is changing many women's lives. They now have a more optimistic outlook on life and are better able to deal with challenges. They have a greater sense of self-worth, are able to express themselves with ease, can better manage their work and their personal lives, and have plans for the future that seemed out of reach before their participation in the program.” (Nande et al, 2013, p. 3) <p>ICRW evaluated the impact of P.A.C.E through (Nande et al, 2013, p .13):</p> <ul style="list-style-type: none"> • “In each study site, ICRW surveyed the complete cohort of P.A.C.E. participants both before and after the program was over (women who left their jobs were not surveyed at endline).” • “conducting in-depth interviews with approximately 15 P.A.C.E. participants and 7 - 16 factory supervisors per site at the end of the program.” • “a global monitoring data system that was used in conjunction with the evaluations to provide data on the gains to the garment factories. This global monitoring data was standardized and collected from all the factories (not just where evaluations were conducted) on key indicators like program attendance, retention and advancement among P.A.C.E. participants and non-participants.” <p>The report adds that: “Because P.A.C.E. is a workplace-based program where the intent is for participants to share their learning, none of the site evaluations</p>

	<p>included a factory-based control group (women who were working with the same factory and had not participated in the program) with whom to compare the outcomes. Nevertheless, the researchers observed a consistent pattern of positive changes in both social and business outcomes across all six sites, which provides a high level of confidence in the reliability of the findings.” (Nande et al, 2013, p. 13)</p> <p>CARE has also evaluated the programme in Cambodia, finding that P.A.C.E. “is widely recognized within the factory and among partners as an investment in women that has significant and positive impacts on women’s personal and work lives” (Strickler, 2012, p. 6).</p>
<i>Web link</i>	<p>http://www.bewhatspossible.com/pace</p> <p>http://www.gapinc.com/content/gapinc/html/media/pressrelease/2012/med_pr_Gap_Inc_PACE_Program_to_Expand092412.html</p> <p>Nanda, P., Mishra, A., Walia, S., Sharma, S., Weiss, E., Abrahamson, J. (2013). Advancing Women, Changing Lives: An Evaluation of Gap Inc.’s P.A.C.E. Program. Washington, DC: International Center for Research on Women.</p> <p>http://www.icrw.org/files/publications/PACE_Report_0912_singles.pdf</p> <p>Strickler, C. (2012). Personal advancement and career enhancement (P.A.C.E.) Project evaluation 2012. CARE International in Cambodia.</p>

2.4 Grameen Danone Foods

<i>Organisation</i>	Grameen Danone Foods, a Bangladeshi joint venture
<i>Partners</i>	Grameen Bank (Bangladeshi micro-finance and community development organisation) and Danone Foods (French multinational)
<i>Programme/Commitment title</i>	Grameen Danone Foods
<i>Description</i>	<p>Grameen Danone Foods is a joint venture which produces and sells low-cost fortified yogurt (branded “Shokti Doi”, meaning “that which builds strength”) targeted towards children, with the intention of providing health benefits, while simultaneously creating employment opportunities within local communities. The yogurt is sold by “yogurt ladies” who are Grameen Bank borrowers. Each saleswoman is given two days of training and assigned a sales territory. They collect their stock from the factory or from bank branches, paying five taka per unit and then selling the product retail for six. In 2010, Grameen Danone Foods Ltd aimed to expand from selling in 8,000 stores to 15,000, and from 800 saleswomen to 1500 in 2013.</p>
<i>Country/region</i>	Bangladesh
<i>Sector</i>	Retail food sales
<i>Year established</i>	2006
<i>Impact measurement</i>	<p>As of 2009, Ghalib et al. (2009) reported that selling the yogurt produces a fairly low return and requires long hours of effort, and none of the women in their study were selling yogurt full-time or had this as their only income-generating activity. Overall, the business was struggling to break even financially.</p> <p>Danone reported in 2010 that the project was benefiting 370 farmers and 821 women entrepreneurs who distribute the product door to door. By 2012, the</p>

	<p>sales force had grown to about 900 women and sales were growing strongly (Rodrigues and Baker 2012).</p> <p>Preliminary results of a study by GAIN (2011) and Johns Hopkins Bloomberg School of Public Health indicate that the micronutrient-fortified yogurt had a positive impact on children's growth rates and capacity to concentrate and learn.</p>
<i>Web link / sources</i>	<p>http://www.danonecommunities.com/en/project/grameen-danone-foods-ltd</p> <p>Ghalib, A., Hossain, F., and Thankom, A. (2009) "Social Responsibility, Business Strategy and Development: The Case of Grameen-Danone Foods Limited", <i>Australasian Accounting Business and Finance Journal</i>, 3(4). http://ro.uow.edu.au/aabfj/vol3/iss4/1</p> <p>Rodrigues, J., and Baker, G. A. (2012) "Grameen Danone Foods Limited (GDF)", <i>International Food and Agribusiness Management Review</i>, Volume 15, Issue 1. https://www.ifama.org/publications/journal/vol15/cmsdocs/20110053_Formatte_d.pdf</p>

2.5 HCL Technologies, Ltd

<i>Organisation</i>	HCL Technologies, Ltd., Indian multinational corporation
<i>Partners</i>	None
<i>Programme/ Commitment title</i>	Sustainability 10 by 2020
<i>Description</i>	<p>HCL sets annual sustainability goals relating to many areas of business practice. Goals relating to women for 2013 were:</p> <ul style="list-style-type: none"> • Improvement by 1% of Gender Diversity in the workplace & in the supply chain. • Strengthen women mentorship programmes. • Implement well-being programmes for women in supply chain. • Identify and launch programmes for rehabilitation and training of youth and women. <p>The company runs "women connect" groups to connect and advance women through development programs, a life coach programme, a safe commuting programme and self-defence training, and a women leadership development programme for senior management.</p> <p>HCL received the United Nations-Women Empowerment (UN-WEP) Leadership Award in 2013.</p>
<i>Country/region</i>	India
<i>Sector</i>	Information technology
<i>Year established</i>	1999
<i>Impact measurement</i>	24% of HCL's workforce is female, the "women connect" initiative covers 1200 employees, and 900 women took advantage of the life coach programme in 2013. The overall gender balance in the workforce is fairly stable around 24% women.
<i>Web link and sources</i>	<p>http://www.hcltech.com</p> <p>http://microsite.hcltech.com/rebalance-book/files/assets/common/downloads/Rebalance%20Book_Part%201_Final.pdf</p>

2.6 Jita Bangladesh

<i>Organisation</i>	CARE, international NGO
<i>Partners</i>	Unilever, Danone, Bic, BATA shoes, Square Toiletries, Lalteer Seeds
<i>Programme/ Commitment title</i>	Jita Bangladesh (formerly CARE Bangladesh Rural Sales Program)
<i>Description</i>	The programme provides opportunities more than 2,400 poor women, called <i>aparajitas</i> (“she who never accepts defeat”) to sell a range of consumer goods door-to-door across rural Bangladesh. Goods are typically sold to other women. CARE organises distribution hubs for the goods, provides training in business skills and a credit guarantee, and integrates the <i>aparajitas</i> into a value chain. The <i>aparajitas</i> earn an 18% commission on sales. The women also sell locally-produced goods, which make up about 30% of their trade.
<i>Country/region</i>	Bangladesh
<i>Sector</i>	Retail consumer goods
<i>Year established</i>	2005
<i>Impact measurement</i>	<i>Aparajitas</i> enter the programme as the ‘poorest of the poor’, but develop increased honour, respect, and confidence; greater freedom of movement; an increased standard of living in terms of food security, home improvements, and other consumption; increased financial security such as having savings, buying a cow, or even lending others money; and greater authority and power within their households. (Dolan et al. 2012)
<i>Web link and sources</i>	http://jitabangladesh.com/ Bahree, M. (2010) “In Bangladesh Women Are Taking A Shopping Network To The Villages”, <i>Forbes</i> , 10 December 2010. http://www.forbes.com/sites/meghabahree/2010/10/12/in-bangladesh-women-are-taking-a-shopping-network-to-the-villages Dolan, C., Johnstone-Louis, M., and Scott, L. (2012) “Shampoo, saris and SIM cards: seeking entrepreneurial futures at the bottom of the pyramid”, <i>Gender & Development</i> , 20:1, DOI: 10.1080/13552074.2012.663619

2.7 MAS Holdings

<i>Organisation</i>	MAS Holdings, multinational corporation based in Sri Lanka
<i>Partners</i>	HSBC (corporate), partner on the <i>Managing Personal Finances for a Better Tomorrow</i> sub-programme. Unilever Sri Lanka (corporate), partner on <i>Getting More out of Life</i> (a work/life balance training)
<i>Programme/ Commitment title</i>	Women Go Beyond
<i>Description</i>	92% of MAS Holdings’ employees (37,000 individuals) are women. The “Women Go Beyond” programme has three strands: (1) for employees, training in a wide range of areas such as computer skills, English language, leadership, work/life balance, emotional intelligence, communicating effectively and managing stress, and awards recognising excellence; (2) for the community, teaching

	<p>sustainability in schools, a joint project with Gap in providing workshops for local women entrepreneurs, and developing a 'green factory' in Thulhiriya, Sri Lanka; (3) a wider societal programme championing women's empowerment in the apparel industry. http://www.20-first.com/137-0-mas-holdings-empowering-women.html</p> <p>A 2008 progress report provided details of activities being implemented then: "Training in English language, Information Technology, Soft skill development, helping women balance their multiple roles as women as mothers, wives and employees, assisting in the creation of crèche facilities, encouraging sports, beauty culture training/grooming & patchwork , conducting awareness programmes on Health and hygiene, legal rights etc." (MAS Holdings, 2008, p. 11)</p> <p>"From 2011 new programmes were introduced to stay relevant to the evolving workforce demographic, focusing on creating awareness on violence against women; awareness workshops and training on HIV/AIDS; and new interventions on gender-sensitivity training for men in decision making positions, disseminated to the wider male workforce population." (MAS Holdings, 2012)</p> <p>In 2008 it was announced that:</p> <ul style="list-style-type: none"> • 1000 factory employees were to go through the <i>Managing Personal Finances for a Better Tomorrow</i> programme, part of the overall Women Go Beyond programme. http://www.masholdings.com/news/archives.html • "The final objective will be to significantly increase the proportion of women at the senior management level from 17% (in 2003) to 35% and by 2015 have 3 to 4 women on the Main Board." (MAS Holdings, 2008, p. 12)
<i>Country/region</i>	Sri Lanka, India, Hong Kong
<i>Sector</i>	Apparel manufacture
<i>Year established</i>	2003
<i>Impact measurement</i>	<p>In 2007, 85 per cent of the company's workers said that the Women Go Beyond programme had made a significant difference to their lives, and customers such as Gap and Marks and Spencer agreed that the company's ethical stance was one of the reasons for choosing it as a supplier. (According to the case study published on http://www.20-first.com/137-0-mas-holdings-empowering-women.html)</p> <p>A 2004 United Nations Global Impact case study reported that Go Beyond initiatives have been built in to the company's balanced scorecard, with each unit required to provide a quarterly activation plan, which details the events, budget and number of people each activity would impact, which will be monitored on a quarterly basis. A Go Beyond core group and champions will meet monthly and provide the Corporate office with detailed feedback on the progress of the programme. http://www.unglobalcompact.org/case_story/695</p> <p>A 2008 MAS progress report provided a snapshot of progress on the Go Beyond Programme in 2008 from Jan-Dec 2008 and a comparison with 2006 and 2007:</p>

	Type of Initiative	Totals for 2006		Totals for 2007		Totals for 2008	
		No. Prgs.	No. of Impacts	No. Prgs.	No of Impacts	No Prgs	No of Impacts
	Training for Career Advancement	115	14,417	127	6,781	178	13,762
	Work-Life Balance Initiatives	313	65,308	354	92,793	469	142,104
	Rewarding Excellence	44	23,867	84	23,506	65	31,490
	Branding Initiative	89	93,691	60	47,347	99	42,273
	Totals	561	197,283	624	170,427	796	229,669
	Total Cost to MAS SBUs	Rs. 6,204,791		Rs 8,885,746.73		Rs 4,345,771	
	Number of Active SBUs	17		22		23	
	(SBU: Strategic Business Unit)						
Web link	http://www.masholdings.com/news/archives.html http://www.20-first.com/137-0-mas-holdings-empowering-women.html http://www.unglobalcompact.org/case_story/695 MAS Holdings (2008). Strategic Sustainability Initiatives of MAS Holdings. http://www.unglobalcompact.org/system/attachments/12/original/COP.pdf MAS Holdings (2012). MAS Women recognized and celebrated at the Empowered Woman of the Year Awards 2012. http://www.masholdings.com/news/resources/pdf/Empowered%20Woman.pdf						

2.8 MillerCoors

<i>Organisation</i>	MillerCoors, USA-based joint venture
<i>Partners</i>	SABMiller, Molson Coors Brewing Company
<i>Programme/ Commitment title</i>	Supplier diversity policy
<i>Description</i>	MillerCoors actively seeks out minority-owned and woman-owned businesses to give them an opportunity to compete with other suppliers. A supplier diversity management database is in place tracking both first-tier and second-tier suppliers, and the company conducts educational meetings with suppliers regarding supplier diversity, introducing minority- and woman-owned businesses to first-tier suppliers, and co-presenting at events where diverse suppliers are present. A "Sustainability Assessment Matrix" is used to assess supply chain sustainable development, social, environmental and ethical issues, and local enterprise development. Diversity is a factor in awarding the company's "supplier of the year" award. The company aims to spend a total of \$2.5 billion with minority- and woman-owned suppliers by 2015.
<i>Country/region</i>	USA
<i>Sector</i>	Food and beverage industry
<i>Year established</i>	2008
<i>Impact measurement</i>	In 2012, MillerCoors spent \$477 million, or 8.5% of total supplier spend, with minority-owned or woman-owned businesses, an increase of 35% over 2009.
<i>Web link</i>	http://www.millercoors.com/GBGR/Supply-Chain/Supplier-Diversity.aspx

2.9 Unilever

<i>Organisation</i>	Unilever, an Anglo-Dutch multinational company
<i>Partners</i>	Oxfam
<i>Programme/ Commitment title</i>	Shakti
<i>Description</i>	This initiative will train at least 500,000 smallholder farmers in Unilever's supply network on up-to-date farming practices, better quality seeds and fertiliser to increase their yields by 2020. It also aims to increase the number of Shakti distributors that are recruited and trained in poor rural communities to 75,000 by 2015. There is a special focus on women entrepreneurs, or "Shakti ammas".
<i>Country/region</i>	India, Bangladesh, Sri Lanka and Vietnam. (In Bangladesh and Sri Lanka, it is being promoted as project Joyeeta and Saubaghya respectively.)
<i>Sector</i>	Consumer goods
<i>Year established</i>	2000 (in India)
<i>Impact measurement</i>	<p>The commitments for the number of smallholder farmers and distributors to be reached do not specify what proportion of these are to be women (although it is understood that the majority of the distributors are women).</p> <p>The Hindustan Unilever website reports that Shakti today "provides livelihood enhancing opportunities to about 45,000 women in 15 Indian states and provides access to quality products across 100,000+ villages and over 3 million households every month".</p> <p>The main Unilever website gives the following details on progress to date, but again this is not gendered:</p> <p>"We have increased the number of tea farmers trained in sustainable practices to around 450,000. The next step is to develop a methodology to assess improvement in smallholder livelihoods. We have consolidated our small-scale distributors programme, reaching 48,000 entrepreneurs."</p> <p>The website provides a case study of the impact on women:</p> <p>"The impact of economically empowering women has a magnifier effect on lifting families out of poverty. For example, in India, as a result of a partnership between the Maharashtra government and Hindustan Unilever, a woman entrepreneur was able to invest in a tomato processing plant, contracting supplies from 600 smallholder farmers. We trained the farmers in sustainable agricultural practices which contributed to high-quality tomatoes for our Kissan Ketchup brand. In our Shakti rural sales operation, earnings usually double household incomes. For many, these new earnings mean they can realise their ambition to provide a good education for their children."</p> <p>Unilever's website notes: "For smallholder farmers, our challenge is to develop an effective yet affordable methodology for impact assessment. In some pilot studies, evaluation costs more than the intervention it is assessing. Even then the evidence can be uncertain due to lack of baseline data. We will continue to work with partners such as Oxfam, Grameen and the Bill and Melinda Gates Foundation to refine our understanding of what is practical."</p>
<i>Web link</i>	http://www.unilever.com/sustainable-living/betterlivelihoods/targets/index.aspx

2.10 Walmart

<i>Organisation</i>	Walmart, American multinational company
<i>Partners</i>	CARE, Vital Voices, CountMeIn, WBENC and WeConnect International and more
<i>Programme/ Commitment title</i>	Global Women's Economic Empowerment Initiative
<i>Description</i>	<p>This initiative is both a CSR activity and a core business function, which by the end of 2016 aims to:</p> <ol style="list-style-type: none"> 1. “Source \$20 billion from women-owned businesses in the U.S. and double sourcing from women suppliers internationally. 2. Empower women on farms and factories: Help 60,000 women working in factories that supply products to Walmart and other retailers develop the skills they need to become more active decision-makers in their jobs and for their families. 3. Help 200,000 women internationally and another 200,000 in the US from low-income households gain job skills and access higher education. 4. Work with major professional service firms and merchandise suppliers with over \$1 billion in sales to increase women and minority representation on Walmart accounts. 5. Support these programs with more than \$100 million in grants that drive progress against key goals.” <p>http://news.walmart.com/news-archive/2011/09/14/walmart-launches-global-womens-economic-empowerment-initiative</p> <p>Planned activities to meet these goals include: (Walmart, 2011, pp. 1-3)</p> <ul style="list-style-type: none"> • <u>Sourcing</u>: build on the formal Supplier Diversity program (launched 1994) which covers minority and women owned businesses; design a new tool to set a baseline and track sourcing from women-owned businesses internationally; provide technical and financial support to help women-owned businesses succeed; partner with NGOs and international institutions to educate, train and certify 5,000 women-owned businesses. • <u>Women on farms and factories</u>: in the US partnering with universities, government and cooperatives to provide education and market access; in China, India and Latin America, work with NGOs to launch programs to help women farm workers participate more fully in the agriculture supply chain; Together with NGO partners, establish women’s empowerment programs in 150 factories in India, Bangladesh, Central America, and China that are used by Walmart and other retailers in industries with high percentages of women. As a first step, the program will train 60,000 women in fundamental life skills, such as health and

	<p>communication, enabling women to become better advocates for themselves at home, at work and in their communities. From that pool, 8,000 high-potential women will be trained in leadership and management skills. Ultimately, the goal is for factories to operate self-sustaining training programs, and to build a permanent pipeline of female talent in each facility.</p> <ul style="list-style-type: none"> • <u>Training and education</u>: expand the existing programme in Washington D.C. to offer literacy, customer service and retail training to more than 200,000 women; scale up existing retail training programmes to help train and certify another 200,000 women in India, China, Brazil and other markets in Latin America. • <u>Supplier gender diversity</u>: expand its successful legal diversity program to major professional service firms – advertising, accounting and tech firms – and merchandise suppliers with more than \$1 billion in sales. • <u>Philanthropic giving</u>: against key goals. Funding from the Walmart Foundation and donations directly from Walmart’s international businesses will make supporting women’s economic empowerment one of the top priorities and will programs with more than \$100 million in grants <p>The company has also established country-specific commitments in markets where it operates. For example, over the next five years:</p> <ul style="list-style-type: none"> • “Walmart China is helping women farmers make their agricultural operations more sustainable and productive through its direct farm program. • Walmart India is providing retail skills training and career development to women through its Bharti Walmart Training Center. • Walmart Brazil is hiring women construction workers to help build its new stores and provide job opportunities for women in Sao Paulo. • Walmart Global Sourcing is launching a program to improve the lives of women factory workers in Bangladesh, India and other key sourcing markets. • Walmart in Central America is helping female suppliers grow their business through programs like Una Mano para Crecer (A Hand to Grow).” <p>http://news.walmart.com/news-archive/2011/09/14/walmart-launches-global-womens-economic-empowerment-initiative</p>
<i>Country/region</i>	Global
<i>Sector</i>	Retail
<i>Year established</i>	2011
<i>Impact measurement</i>	There does not appear to have been any impact assessment yet, but there are plans for an evaluation to be carried out by Northwestern University, DAI and

	<p>Mission Measurement.</p> <p>http://www.northwestern.edu/newscenter/stories/2012/04/walmart-womens-empowerment.html</p> <p>There are some reports of progress on older activities: In 2010, Walmart spent more than \$10.5 billion with diverse suppliers, including a direct spend of more than \$8 billion. \$2.5 billion was spent with 1,880 women-owned businesses.</p>
<i>Web link</i>	<p>http://news.walmart.com/news-archive/2011/09/14/walmart-launches-global-womens-economic-empowerment-initiative</p> <p>http://az204679.vo.msecnd.net/media/documents/r_4958.pdf</p> <p>Walmart (2011). Global Women’s Economic Empowerment Initiative Fact Sheet.</p> <p>http://az204679.vo.msecnd.net/media/documents/r_4958.pdf</p>

2.11 Xerox

<i>Organisation</i>	Xerox, an American multinational
<i>Partners</i>	Not mentioned
<i>Programme/Commitment title</i>	The Xerox Supplier Diversity Program
<i>Description</i>	<p>“Xerox’s supplier diversity mission is to proactively identify, build relationships with, and purchase goods and services from certified small businesses as well as enterprises owned by minorities, women, veterans, gays and lesbians, and disabled persons that can help Xerox achieve its corporate objectives.”</p> <p>The programme’s activities include:</p> <ul style="list-style-type: none"> • Objective Measurements – establishing and meeting company and departmental goals and objectives that support our overall diversity strategy. • Tracking and Reporting – monitoring and reporting our progress toward achieving our supplier diversity goals and objectives with a strong emphasis on continuous improvement. • Training and Education – helping to ensure that associates in decision-making positions throughout our organization understand Xerox’s supplier diversity principles and commitment. • External Outreach Activities – seeking diverse suppliers through active involvement with small business and minority development organizations, and participation in various trade shows and procurement events. • Communications – educating employees, management, diverse suppliers, and the community-at-large on our supplier diversity program, policies, and achievements. • Second Tier Program – working with Xerox prime suppliers to achieve supplier diversity at multi-tiered levels within our value chain. • Awards Program and Recognition – highlighting and rewarding the hard

	work and outstanding efforts of our employees and recommending suppliers for external awards
<i>Country/region</i>	US
<i>Sector</i>	Print
<i>Year established</i>	Not mentioned
<i>Impact measurement</i>	Xerox states that it monitors and reports progress toward achieving our supplier diversity goals and objectives, but it has not been possible to find any published reports.
<i>Web link</i>	http://www.xerox.com/about-xerox/citizenship/supplier-diversity/enus.html

3 Broader programmes with longer-term goals

3.1 Alcatel-Lucent

<i>Organisation</i>	Alcatel-Lucent, a French multinational company
<i>Partners</i>	World Education
<i>Programme/ Commitment title</i>	ConnectEd
<i>Description</i>	<p>This initiative is designed “to address factors limiting the work and life options of disadvantaged youth, with an emphasis on girls and women”. The aim of the programme is “to help the most disadvantaged youth in these countries achieve better learning outcomes, have skills that will make them better prepared for the world of work, and, to be more active in their communities”. The programme “uses a range of interventions to reach these goals, from scholarships, coaching, life skills and personal development courses, to school re-entry classes and non-formal education programs for out-of-school youth, job skills training, work placement, and 'youth civic voice' actions”.</p> <p>The programme involves “the active participation of Alcatel-Lucent employees as essential co-implementers and resources in the program, utilizing their expertise in communications technology to help with activity implementation and serving as role-models, mentors and advisors to youth participants and teachers”.</p> <p>It is intended to benefit at least 13,500 youth by 2014.</p> <p>http://www.worlded.org/WEIInternet/projects/ListProjects.cfm?dblProjDescID=9401&Select=One</p>
<i>Country/region</i>	Year 1: Australia, Brazil, Cambodia, China, France and India Year 2 and 3: Brazil, Australia, China, India, Indonesia
<i>Sector</i>	Mobile phone manufacturing
<i>Year established</i>	2011 (to continue until March 2014; and in Indonesia until March 2015)
<i>Impact</i>	World Education submitted an evaluation report in April 2013. It was not

<i>measurement</i>	possible to find a published report from this evaluation. Alcatel Lucent report this evaluation finds that “the program has better prepared 14,600* young people from marginalized communities for the world of work”. http://www2.alcatel-lucent.com/foundation/connected.php
<i>Web link</i>	http://www.worlded.org/WEIInternet/projects/ListProjects.cfm?dblProjDescID=9401&Select=One http://www2.alcatel-lucent.com/foundation/connected.php

3.2 Geosansar

<i>Organisation</i>	Geosansar, an Indian social enterprise
<i>Partners</i>	Primark and New Look, UK clothing retailers
<i>Programme/ Commitment title</i>	Bank accounts for workers
<i>Description</i>	Primark has been working with Geosansar to help workers in factories that supply Primark open bank accounts. Workers use their local Geosansar kiosks, which are part of the State Bank of India network, located near the factory or in their community. The programme also provides financial education, and workers have access to other products including health and life insurance, pensions, and money transfers.
<i>Country/region</i>	India
<i>Sector</i>	Consumer goods retailer
<i>Year established</i>	2010
<i>Impact measurement</i>	As of 2012, the system operates at 10 factories, but Primark and New Look expect the system to be operating at 100 factories by the end of 2012 and factories working for other retailers including Tesco are expected to join the project. Geosansar expects to have 400 kiosks open in the next few years and reach as many as 20 million to 30 million low-paid workers in India. For many women, the Geosansar bank account allows them to be financially independent for the first time. Workers have reported spending less time traveling to the nearest access point and increased savings. Primark intends to collect metrics to demonstrate the program’s impact.
<i>Web link</i>	Shorebank International (2012) <i>Study on Deposit Mobilization for Readymade Garments Workers in Bangladesh</i> . SouthAsia Enterprise Development Facility and Bangladesh Investment Climate Fund. http://www.ifc.org/wps/wcm/connect/972783804c084d0eac8ebc79803d5464/Dep+Mob+-Final+Report.pdf?MOD=AJPERES BSR (2011) <i>Financial Inclusion in the Supply Chain</i> . http://www.bsr.org/reports/BSR_Financial_Inclusion_in_the_Supply_Chain_final.pdf http://www.primark-ethicaltrading.co.uk/our_work_worldwide/c/bank_accounts_for_workers

3.3 Goldman Sachs

<i>Organisation</i>	Goldman Sachs, an American multinational company
<i>Partners</i>	89 academic and non-profit partners: http://www.goldmansachs.com/citizenship/10000women/partners-and-support/index.html
<i>Programme/ Commitment title</i>	10,000 Women
<i>Description</i>	This five-year CSR initiative aims to provide under-served female entrepreneurs around the world with a business and management education, access to mentors and networks and links to capital through a network of about 80 academic and non-profit institutions. Topics covered include marketing, accounting, writing business plans and accessing capital. It is intended to reach 10,000 women who run small and medium sized enterprises by 2013.
<i>Country/region</i>	43 countries in the Americas, Africa and Asia
<i>Sector</i>	Investment and banking
<i>Year established</i>	2008
<i>Impact measurement</i>	<p>In 2011 “ICRW conducted an evaluation of Goldman Sachs’ 10,000 Women initiative in India to identify early results of the program on women entrepreneurs’ business skills, practices and growth.” (ICRW, 2012, p. 1)</p> <p>The mixed methods evaluation “combined qualitative interviews of program graduates and women entrepreneurs not selected into the program, with program monitoring data and a scan of the environment for women’s businesses” (p. 3). The performance monitoring system collected data on each participant and her business “before she starts the program, then six, 18 and 30 months later”, with data validated through follow-up interviews (p. 1). Interviews were also conducted with non-participants (women who applied but were not admitted to the programme (p. 2).</p> <p>Initial findings of the evaluation of the India activities include (p. 1):</p> <ul style="list-style-type: none"> • “There is strong evidence that the program has contributed to improving women’s business practices and skills. • For many graduates, these newfound skills seem to have played a critical role in strengthening their businesses’ performance. • Further, enhanced confidence as entrepreneurs among many graduates has supported other positive social outcomes within their families and communities”.
<i>Web links and sources</i>	<p>http://www.goldmansachs.com/citizenship/10000women</p> <p>ICRW (2012). Catalyzing growth in the women-run small and medium enterprises sector (SMEs): Evaluating the Goldman Sachs 10,000 women Initiative. International Center for Research on Women.</p> <p>http://www.goldmansachs.com/citizenship/10000women/news-and-events/international-womens-day/doc-icrw-10000-women-report.pdf</p>

3.4 GSMA mWomen Programme

<i>Organisation</i>	GSMA mWomen (initiative of the GSMA, an association of mobile telephone operators and related companies)
<i>Partners</i>	VISA (multinational finance company), USAID, AUSAID
<i>Programme/Commitment title</i>	GSMA mWomen Programme Global Development Alliance
<i>Description</i>	<p>To reduce the mobile phone gender gap by 50 per cent by 2014 by enabling an additional 150 million underserved women in developing countries to own and effectively use mobile phones and thereby increase women's access to vital information, networks and services.</p> <p>Key activities include: technical assistance grants to mobile operators; a grant mechanism for NGOs to work with mobile operators and design activities that address the barriers to mobile uptake among women; research into women's wants and needs, such as within mobile financial services; pilot activities for bringing women into the retail stream of the mobile value chain; and focused attention on the mobile user experience of women living on less than \$2/day, to maximize life-enhancing benefits from mobile phone use.</p> <p>Anticipated outcomes include greater women's empowerment, leadership, education, employment and entrepreneurship.</p>
<i>Country/region</i>	Low- to middle-income countries, with a focus on South Asia, the Middle East, Sub-Saharan Africa and the Pacific.
<i>Sector</i>	Telecommunications
<i>Year established</i>	2010
<i>Impact measurement</i>	<p>An impact pathway study has been carried out by PricewaterhouseCoopers to establish the theory of change for the programme (http://www.gsma.com/mobilefordevelopment/mobile-and-women-impact-pathway). The programme was launched in 2010 and its timeframe for operation is 2011-2014. GSMA mWomen has carried out market research on the adoption of mobile financial services and the mobile phone gender gap but evaluations of the impacts of the programme could not be found online.</p>
<i>Web link</i>	http://www.USAID.gov.au/Publications/Documents/gsma-mwomen.pdf http://www.gsma.com/mobilefordevelopment/programmes/mwomen/overview

3.5 IKEA


<i>Organisation</i>	IKEA, a Swedish multinational company
<i>Partners</i>	UNDP
<i>Programme/Commitment title</i>	Swaayam (Sanskrit for 'self reliance')
<i>Description</i>	<p>The programme was initially piloted in 500 villages in northern Indian state of Uttar Pradesh, successfully reaching approximately 50,000 women to strengthen their abilities to become catalysts of change. In 2012 "the IKEA Foundation pledged €30 million for a programme to empower 2.2 million poor rural women</p>

	<p>in India. The money will allow United Nations Development Programme (UNDP) to reach 2.2 million women and their families in approximately 20,000 villages in some of India's poorest districts".</p> <p>Activities include participation in a range of businesses and training on financial literacy and business management.</p> <p>http://www.ikea.com/gb/en/about_ikea/newsitem/ikea_foundation_gives_30_million</p> <p>Other activities will include providing access to micro-credit.</p> <p>http://www.ikea.com/ms/en_US/about_ikea/our_responsibility/ikea_social_initiative/women_empowerment_in_india.html</p>
<i>Country/region</i>	India (Uttar Pradesh)
<i>Sector</i>	Consumer good retailer
<i>Year established</i>	2009
<i>Impact measurement</i>	<p>Ikea reports that the initial pilot (2009-12) was a success. Results include:</p> <ul style="list-style-type: none"> • Helping "35,000 women participate in a diverse array of businesses from dairies to craft production". • Providing "training on financial literacy and business management creating over 12,000 financially literate women and 4,000 entrepreneurs". <p>http://www.ikea.com/gb/en/about_ikea/newsitem/ikea_foundation_gives_30_million</p> <p>No further information was found on how the impact of the programme's activities will be assessed.</p>
<i>Web link</i>	<p>http://www.ikea.com/ms/en_US/about_ikea/our_responsibility/ikea_social_initiative/women_empowerment_in_india.html</p> <p>http://www.ikea.com/gb/en/about_ikea/newsitem/ikea_foundation_gives_30_million</p>

3.6 Mondelēz International

<i>Organisation</i>	Mondelēz International (previously Kraft Foods), an American multinational company
<i>Partners</i>	CARE International
<i>Programme/ Commitment title</i>	Cocoa Life, previously Cadbury Cocoa Partnership
<i>Description</i>	Cocoa Life Program is a \$100 million commitment by Mondelēz International to benefit 75,000 people in cocoa farming communities by 2022. As a core business function, it is intended to increase help farmers boost their cocoa-growing productivity and improve the livelihoods of community members. Cocoa Life will benefit women by getting them more involved in farmer training, farming co-ops and community life, while providing them access to more diversified livelihoods to complement farming.
<i>Country/region</i>	The pilot programme is being run in Ivory Coast. Dominican Republic, India and Ghana are also mentioned.
<i>Sector</i>	Confectionery, food and beverage
<i>Year established</i>	2013

<p>Impact measurement</p>	<p>Mondelēz International made the following commitments in May 2013:</p> <ul style="list-style-type: none"> • We commit to a process of Data Gathering Reporting and Verification. The KPIs and approach for this system will be published by July 2013, with the first report due in 1st April 2014. • By 2018, we will publish action plans for Cocoa Life’s top origin countries • The Cocoa Life Community focus area will have a specific measure addressing women’s empowerment - an increase in community-level women’s participation in decision making processes. • KPIs addressing other areas will be split by gender, as appropriate and feasible. So, for example, farming indicators will seek to measure incomes and productivity by men and women. • The framework developed in Ghana will be used as base to develop appropriate gender-led frameworks in other origin countries. • We will embed gender activity in Cocoa Life programs in all origins and report on progress through our reporting and verification process. • We will publish an action plan, as well as verified, gender-specific baseline data from our new Cote d’Ivoire program during the first half of 2014. • As part of our learning process we commit to continue sharing gender learnings from our Cocoa Life program with farmers, governments, industry (chocolate companies, cocoa processors, traders) and civil society experts, and to advocate for collaborative action to address women’s empowerment. • We commit to lead sector-wide change by driving the adoption of women’s empowerment and other community development best practices from Cocoa Life. <p>(Mondelēz International, 2013, p. 8)</p> <p>The Key Performance Indicators published in July 2013 include one focused on women, and others are required to be gender disaggregated:</p>
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	<p style="text-align: center;">Cocoa Life KPIs¹: measuring, evaluating and reporting on five key areas defining thriving cocoa communities</p> <p style="text-align: right;"></p> <p style="text-align: center;">The Cocoa Life vision is empowered, thriving cocoa communities as the essential foundation for sustainable cocoa</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #4a4a8a; color: white;">FARMING</th> <th style="background-color: #8a4a8a; color: white;">COMMUNITY</th> <th style="background-color: #8a8a4a; color: white;">LIVELIHOODS</th> <th style="background-color: #4a8a8a; color: white;">YOUTH</th> <th style="background-color: #4a8a4a; color: white;">ENVIRONMENT</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> 1. Net income from cocoa.² 2. Cocoa productivity.² </td> <td style="vertical-align: top;"> 3. Increase women's participation in decision making processes. 4. Increase capacity in the community to plan and advocate for their own social development. </td> <td style="vertical-align: top;"> 5. Net income from sources other than cocoa.² 6. Cocoa farmers' reduced vulnerability to external shocks. </td> <td style="vertical-align: top;"> 7. Reduction in child labour and forced child labour. 8. Increase career opportunities for youth in cocoa sector. </td> <td style="vertical-align: top;"> 9. Help future farming generations through sustainable natural resource use on the farm, conservation of forests and maintenance of ecosystems. 10. Government policy and strengthened institutions for conserving the environment. </td> </tr> </tbody> </table> <p>¹ KPIs may evolve over time as the program develops and will be supported by local measures reflecting the situation in each origin country ² Gender disaggregated</p> <p style="text-align: center;">http://www.cocoalife.org/Progress.aspx</p>	FARMING	COMMUNITY	LIVELIHOODS	YOUTH	ENVIRONMENT	1. Net income from cocoa. ² 2. Cocoa productivity. ²	3. Increase women's participation in decision making processes. 4. Increase capacity in the community to plan and advocate for their own social development.	5. Net income from sources other than cocoa. ² 6. Cocoa farmers' reduced vulnerability to external shocks.	7. Reduction in child labour and forced child labour. 8. Increase career opportunities for youth in cocoa sector.	9. Help future farming generations through sustainable natural resource use on the farm, conservation of forests and maintenance of ecosystems. 10. Government policy and strengthened institutions for conserving the environment.
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Web link	<p>http://www.mondelezinternational.com/mediacenter/country-press-releases/us/2013/multi_media_060313.aspx http://www.cocoalife.org/ Mondelez International (2013). <i>Cocoa Life committing to empowering women through community-centered programs.</i> http://www.cocoalife.org/Assets/pdf/empowering-women.pdf</p>										

3.7 Standard Chartered

<i>Organisation</i>	Standard Chartered, a British multinational company
<i>Partners</i>	The Naz Foundation, Youth Empowerment Foundation, Right to Play and EduSport Foundation
<i>Programme/ Commitment title</i>	The Goal
<i>Description</i>	This CSR programme was initially a Clinton Global Initiative commitment, intended to provide financial literacy training to at least 5,000 women across Asia by 2011, and has now reached over 7,000 women. It offered basic educational modules and practical exercises that are particularly relevant to women who are starting and growing SMEs, including, for example, guidelines on business planning, leadership skills and growth. It was then expanded to become the Goal, a community programme aimed at empowering adolescent girls from deprived areas with the skills they need to make informed life choices. The programme aims to reach 100,000 girls by 2013.
<i>Country/region</i>	China, India, Jordan, Nigeria and Zambia
<i>Sector</i>	Banking and financial services
<i>Year established</i>	2006
<i>Impact measurement</i>	In 2011, the Population Council conducted an independent impact assessment of the Goal programme in India which took 18 months to complete. It was not possible to find a published report, but the Standard Chartered has

	<p>posted a brief summary on its website. Standard Chartered report that the evaluation shows “that the programme is delivering tangible outcomes related to health, financial literacy and empowerment e.g. decision-making autonomy” http://reports.standardchartered.com/sr2011/leadingthewayincommunities/communityinvestment/goalprogramme.html?cat=b</p> <p>Findings highlighted by Standard Chartered are:</p> <p><u>Prior to starting the Goal programme:</u></p> <ul style="list-style-type: none"> • less than half of girls could name an institution where one could keep a savings account • just over half of girls could count money correctly • less than a quarter believed that a woman can get pregnant from having sex on one occasion only. <p><u>After the Goal programme:</u></p> <ul style="list-style-type: none"> • the number of girls who could count money correctly increased by 22 percentage points • the number of girls who owned a bank or post office account increased from 14% to 37% • the number aware of at least two products or services available from a bank increased from 23% to 69% • the number of girls who knew that a woman can get pregnant from having sex on one occasion increased from 25% to 39% • the number of girls holding common misconceptions about HIV and AIDS declined considerably.” <p>http://reports.standardchartered.com/sr2011/measuringgoal.html?cat=b</p>
<p><i>Web link</i></p>	<p>http://www.standardchartered.com/en/sustainability/case-studies/improving-financial-literacy.html</p> <p>http://www.standardchartered.com/en/sustainability/initiatives/Goal.html</p>