



trade

development cooperation policy

corporate social responsibility

institution building

partnership

networks

eradication of poverty

value creation

globalisation

# Norwegian Development Cooperation Policy

- Why should the Norwegian private sector be involved?

## **NHO's VISION FOR NORWEGIAN DEVELOPMENT COOPERATION POLICY**

The private business sector has a social responsibility to help reduce global poverty. Combating poverty depends on a business community that creates value.

The strategy for Norwegian support of private sector development in developing countries can only be realised if the private sector and the authorities collaborate to provide it with a viable content. Through partnerships in the development cooperation, Norwegian international aid is to become efficient and more aimed at specific targets.



## INTRODUCTION

In 1999, the Minister of International Development launched an overall strategy for Norwegian private sector development in developing countries. The main purpose of the strategy is to contribute to the reduction of poverty by promoting a sustainable economy, where development of the private sector is emphasized. NHO has played an active part in developing the strategy.

From a political point of view, it would be beneficial to involve the private sector in the implementation of the strategy. Collaboration between the authorities and the private sector is necessary if the strategy is to be provided with a viable content. NHO's view is that a number of conditions currently seem to be favourable for developing a new kind of partnership between the authorities and the private sector.

The private sector has changed over the past few years. Today, there is a clear understanding that the private sector can contribute to achieve the targets proposed in the Development Cooperation policy. The private sector can argue that the involvement of enterprises can increase efficiency, and help reduce the partner countries' dependency on development cooperation aid. It is important that the private sector meet the expectations the authorities, non-governmental organisations, the media, and the public opinion have to company conduct. Norwegian companies deserve respect and recognition for their involvement in human rights and anti-corruption, as well as for their presence in conflict areas.

Norwegian enterprises also wish to contribute to the transference of technology, development of expertise and utilisation of local resources. They would like to see that they have left behind something sustainable when their involvement ceases. NHO feels that there are considerable potentials for increased activity on a commercial basis for Norwegian companies.

For the authorities and the private sector, it should be a mutual target to attempt to develop a "Norwegian model" when the strategy for private sector development in developing countries is to be implemented. Positive associations with Norway and Norwegian Development Cooperation Policy can be found in several developing countries. This can provide Norwegian enterprises with significant support if they attempt to establish themselves commercially.

Oslo, April 2003

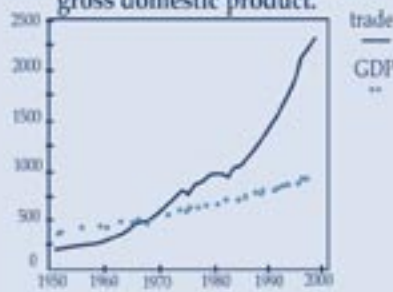


Finn Bergesen Jr.  
Director General NHO



## GLOBALISATION

Global development in trade and gross domestic product.

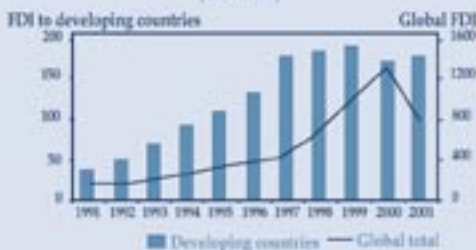


Aid is falling again  
(US\$ billions and percent of GNP)



source OECD and World Bank

FDI to developing countries is resilient  
(US billion)



source OECD and World Bank

"The main losers in today's very unequal world are not those who are too much exposed to globalisation. They are those who have been left out"....."Our only hope of significantly reducing poverty is to achieve sustained and broad based income growth."

*Kofi Annan, Secretary-general, the UN*

In Botswana it is estimated that one third of the population has HIV/AIDS. The World Bank estimates that GDP can be reduced with 20-30 percent in countries where 10 percent of the population has contracted HIV.

Globalisation entails economic boundaries between countries being erased in several ways. World trade has gradually been liberalised. This has resulted in a unique growth in trade between the countries. The commercial growth has been considerably stronger than the increase in the gross domestic product. This is illustrated by the fact that the collective world trade in 1950 did not constitute more than one week of today's trade.

Over the past decade, the accumulated international investments of countries have increased from USD 130bn to USD 760bn. Of this, developing countries receive approx. USD 170bn. The least developed countries (the LDCs) receive less than two percent.

New technology enables information to flow across borders in an entirely different way than in the past. The Internet has revolutionised information flow and rendered information available to billions of people. More and more countries have also undergone a democratisation process. Never before have such large numbers of people lived in countries with governments that we, based on our western standard, regard as democratic.

NHO feels that globalisation has contributed to more people than ever experiencing that their basic needs are provided for. A number of countries have succeeded in working their way out of poverty and towards the category of medium income countries. Some of them have, over the past few decades, also succeeded in the transition from severe poverty to prosperity. Those succeeding have been, without exception, countries that have emphasized opening up for trade and investments. In addition, these countries' regimes have focused on good governance and good general conditions for private sector development. Not all countries have been democracies in our sense of the word. Neither have they been representatives for extreme liberalism. In an early phase of their development, they have combined different types of market economies with initiatives to protect recently established commercial branches. Today, the major problem is not globalisation, but the consequences faced by the countries that have been unable and currently are, able to participate in this development.

## THE WORLD COMMUNITY'S CHALLENGE

In spite of the major progress made in the world over the past few decades, the challenge faced by the world community today is the ongoing reality that more than one billion people still survive on an income level far below the defined subsistence level. Even though this number was reduced during the 90s, 1.2 billion people still survive on an income below 1 USD per day.

The poverty problem applies to a number of countries, but of most concern is the fact that a group of 50 countries, the LDCs, seem to be more or less detached from the prosperous development most countries have been able to take part in. The majority of the poorest countries are located in Africa, South of the Sahara, where the number of poor has increased by 58 million.

In several of the LDCs, the development has deteriorated over the past decade and consequently the population, in addition to being poor, faces the threats of acute crises in food supply, epidemics such as HIV/AIDS, malaria and tuberculosis, as well as political and social unrest.

However, this picture is not consistent. International aid has contributed to improvement of the health situation in a number of the LDCs and, until the break out of the HIV/AIDS epidemic, the result has been increased life expectancy virtually everywhere. This also applies to the educational sector where we can refer to good results.

## THE UN’S MILLENNIUM GOALS

The UN has launched its millennium goals, which entails halving the extent of world poverty by 2015. The G-8 group (the major industrialised countries) have declared that fighting global poverty is the ultimate goal. During the UN World Summit on Sustainable Development in Johannesburg summer 2002, the goals for fighting poverty were followed up and specified. By year 2015, the number of people on earth without access to water and a minimum level of sanitary facilities is to be halved. The number of people without electricity is also to be reduced by half, and there is to be an emphasis on the development of each separate country’s natural resources in a sustainable manner.

The fight against poverty is a precondition for political and social development, and hence peace and stability. It is increasingly emphasised that goals cannot be achieved without cooperation (partnership) with the private sector in western countries, as they can provide a wealth of resources and knowledge. The significance of attracting international investments is also highlighted.

## NORWEGIAN DEVELOPMENT COOPERATION POLICY

Norwegian Development Cooperation Policy has undergone some changes over the past few years. Whether our comprehensive foreign aid can be rated as successful, is now more readily questioned. Over the past 50 years, Norway has been part of development cooperation. More of our bilateral aid has been aimed at the poorest countries with a main emphasis on Africa. In 2003, the total aid we provide will be as high as 0.94 percent of the gross domestic product (GDP) – equivalent to more than 14 billion NOK. With aid on this scale, we are one of the world’s leading foreign aid providers seen in ratio to the GNP.

The needs have unquestionably been great. The efforts made by Norway and other donors, have contributed to both increased life expectancy and improved level of education. However, it is also true that the countries we have supported, almost without exception, have remained, and sink deeper into the role of “patient”. The international aid we and other countries provide has been well intended but not always successful. An important reason for this is that a number of developing countries have not succeeded in getting their own economy to work. They do not have a well functioning private sector, and they have few international investments that contribute to economical growth and thus, social development.

The content and organisation of development cooperation are now on the political agenda. In the current debate in Norway, it is agreed that some essential factors must be emphasised if we are to succeed. From NHO’s point of view, we feel it is very positive that

## The Millennium Goals

- 1. Eradicate poverty and hunger**
  - Reduce by half the proportion of people living on less than 1 Dollar per day by 2015.
  - Reduce by half the proportion of people who suffer from famine by 2015.
- 2. Universal primary education**
  - Ensure that all children, boys and girls, complete a full course of primary education.
- 3. Gender equality**
  - Eliminate gender disparity in primary and secondary education preferably by year 2005, and at all levels by year 2015.
- 4. Reduce child mortality**
  - Reduce by two thirds the mortality rate among children under 5 years old by 2015.
- 5. Improve maternal health**
  - Reduce by three quarters the maternal mortality rate in the developing countries by 2015.
- 6. Combat the spreading of HIV/AIDS**
  - Halt and begin to reverse the spread of HIV/ AIDS and other diseases, and turn the trend so that the number of new cases will decrease, not increase.
- 7. Ensure environmentally sound and sustainable development**
  - Reduce by half the proportion of people without sustainable access to safe drinking water by 2015.
  - Achieve significant improvement in lives of at least 100 million slum dwellers by 2020.
- 8. Develop a global partnership for development**
  - Through initiatives such as increased aid, fair trade regulations and debt relief for the developing countries.

“Poverty is in many ways lack of freedom to choose how to live your own life. The fact that a major part of the world’s population is robbed of this freedom is a security risk for all, including us living in the privileged part of the world”.

*NORAD’s annual report 2001*

### Aid provided by NORAD to the main partner countries

NOK 1000

Tanzania	354 124
Mozambique	302 587
Uganda	230 537
Zambia	225 020
Bangladesh	123 423
Malawi	112 014
Nepal	94 032
Sum	1 443 717
Total	4 676 660

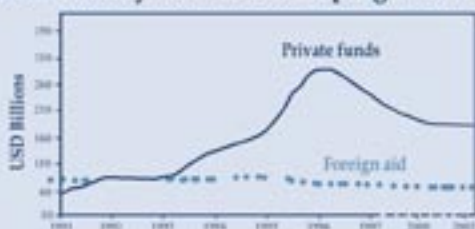
“Trade and private sector development is a precondition for increased creation of value, employment and economic growth in the developing countries, and consequently for their ability to fight poverty.”

*Tove Strand, Director General, NORAD  
The Norwegian Trade Council Conference  
on International Aid  
30. January 2003*

“In today’s world, the private sector is the dominant engine of growth, the principal creator of value and managerial resources. If the private sector does not deliver economic growth and economic opportunity-equitable and sustainable-around the world, then peace will remain fragile and social justice a distant dream.”

*Kofi Annan, Secretary-general, the UN*

The monetary flow to developing countries



OECD Report: DACPAC/COM NEWS (99) 60  
Total Net Resource Flows DAC Member Countries  
and Multilateral Agencies to Aid Recipients

Dramatic downturn in Africa-investments:  
“For Africa, the downturn in international direct investment is almost 65 % compared to last year”.

*Bistandsaktuelt, October 2002*

**good governance** in the receiving countries has become increasingly important as a precondition if development cooperation is to work as intended. Fighting against corruption is also a precondition for, and must be an important part of, good governance. However, willingness and good intentions are not enough. We must also be able to implement the initiatives.

Another extremely important precondition currently in emphasis is **private sector development**. This entails that conditions must be made favourable in order to develop a private sector that will generate value. Without such economic value creation, a country will not be able to finance the increase in wealth the fight against poverty entails. Hence, the country will continue to be dependent on international aid indefinitely.

The international aid community recognises that realising the millennium goals will not be possible unless the international business community becomes more involved in the LDCs. To achieve this, a **partnership between the public and private sector** will be essential. Both sides currently seem to be more humble. It has become clear that a larger proportion of public aid should be spent on creating favourable conditions for partnership between the public and private sector, with an aim at drawing up defined targets for political aid in the least developed countries.

The necessary measures should be undertaken to ensure that international investors perceive the country as interesting and with investment possibilities. A major problem today is that of the approx. USD 200bn in private investments awarded to the large category of developing countries each year, only two percent are invested in the LDCs. This is due to conditions being regarded as unpredictable, both politically and economically. Due to the LDCs’ merely being able to attract foreign capital on such a small scale, they also become excluded from the transfer of technology and knowledge that is of utmost importance for economic growth.

The fact is that the global transfer of private investment capital to the large group of developing countries is five times higher than the public aid donated. We have experienced stagnation in the public aid provided by wealthy countries, and the average is now under 0.3 percent of the gross domestic product. As previously mentioned, private investments have grown considerably over the past decade, however the funds are not invested in the LDCs.

## TRADE

In the western countries’ current political climate, we find increased willingness to support the developing countries in their attempts to achieve a more reasonable and fair share of the world trade. The developing countries must receive support in order to develop both their level of competence and their capacity to expand trade. WTO must contribute to this area. They have to obtain access to the rich countries’ markets in products that they are currently able to export. The western countries are also more prepared to deal with the comprehensive subsidisation of their own agricultural production, export subsidies especially, which in practical terms, often makes it impossible for developing countries to get a proper price for their agricultural products.

A Government decision to open up for duty-free import of products from the LDCs was initiated 01 July 2002. However, exemption from duty and quotas is in itself not enough to increase trade. The



industrialised countries also have to assist the LDCs in building agricultural, industrial, and commercial competence as well as an understanding of the export market, to ensure that their products have a realistic chance to reach the various markets.

Over the past few years, an important and crucial policy change has taken place in the World Trade Organisation (WTO), and this change has rendered allegations that WTO is hostile towards developing countries, incorrect and unfair. Trade plays an important role in opening up for investments. Few people are prepared to invest in a new country, and certainly not a developing country, without getting to know the country in advance. In such circumstances, trade is often a first step.

## INVEST IN PRIVATE SECTOR DEVELOPMENT

In NHO's opinion, private sector development has until now not been a clearly defined area of commitment in Norwegian Development Cooperation Policy. NHO's involvement was triggered by the gradual phasing out of schemes established during the 90s, aimed at stimulating the Norwegian private sector to get involved in international development projects. Norwegian authorities have been a driving force in phasing out the "tied" private sector support schemes. These are various former funding schemes, which were "tied" in the sense that they were to ensure utilisation of the donor country's private sector in the implementation of the schemes.

A few hundred Norwegian companies have played an active part in the Norwegian authorities' development projects, mainly as suppliers of goods and services, but perhaps predominantly as suppliers of projects. NHO's view was, and still is, that certain stimulus schemes will be necessary if we are to maintain Norwegian private sector involvement in development projects in countries where both the political and financial risks are of such magnitude that it is difficult for companies to establish themselves solely on a commercial basis. Due to this, NHO is involved in trying to accomplish a shift in Norwegian Development Cooperation Policy, so that private sector development can become an area of greater commitment. Our argument is that the Norwegian private sector should be the authorities' logical partner.

The private sector recognises that foreign aid exists to encourage development in developing countries. Consequently, this must be the main purpose of the initiatives that are to be implemented, and they must be evaluated accordingly. Foreign aid resources are not to be "concealed" ways of subsidising the Norwegian private sector. However, due to the companies' demand for profit, they will not be able to invest in LDCs without some form of risk protection that at a very minimum grants Norwegian companies conditions equal to those granted companies in other OECD-countries. Without schemes that compensate for the high risk the companies experience in the LDCs, it is obvious that they prefer to invest in new economies with strong growth in Asia, Eastern Europe, or Russia.

## "TRADE AND AID" and "AID FOR TRADE"

Protectionism in the rich countries costs the developing countries between USD 100-150bn. per year, at least the double of what they receive through development cooperation.

### Developing countries are difficult markets

	Uganda	Mozambique	Norway
Corruption index	10. most corrupt (2.2)	-	9. least (8.9)
Aid per capita (USD)	330	140	36,100
Proportion of the GDP spent on Aid	49.7	66.8	(308)
Inflation per year, average 1985-96	60%	51%	(0.86)
Human Development Bank (total 174 countries)	158	149	2

### The Government demands that the Norwegian private sector become involved

The Standing Committee on Foreign Affairs states:  
- The majority feels that a considerable part of the future strategy work is to give an account of the private sector as a participant in an overall development strategy.

The majority of the committee will emphasize that existing arrangements should not be phased out without better arrangements in place..

Untying Norwegian aid must be seen in context with other OECD-countries' untying of aid... and that.... Norwegian policy on untying aid has to be completed in close co-operation with affected parties in the private sector.

Recommendation to the Storting no. 28  
1999-2000

“This Government, and I as the Minister of International Development, see the Norwegian private sector as an essential participant and collaboration partner...”

*Hilde Frafjord Johnson, Minister of International Development  
at The Norwegian Trade Council Conference on International Aid  
16. January 2002*

#### **NHO's Secretariat for development assistance and private sector development 4 areas of activities**

- Institutional cooperation with NHO's corresponding organisations in developing countries.
- Private sector development in developing countries – follow-up of the strategy (NIS).
- Partnership between the private sector and civil society.
- Assignments from The Ministry of Foreign Affairs/NORAD – representatives from the private sector as advisors.

## **STRATEGY FOR PRIVATE SECTOR DEVELOPMENT IN DEVELOPING COUNTRIES**

In 1999, the Government presented its new strategy for private sector development (NIS). The strategy is based on the acknowledgement that economic growth is necessary to enable a country to reduce its own poverty. It is emphasised that private sector development in developing countries is to be an important area of commitment for Norwegian Development Cooperation Policy - and it is stressed that the Norwegian private sector is a welcome and vital partner to ensure targets are achieved. An important element will be to increase Norwegian investments in the developing countries. In this context, it is emphasised that incentive systems will be established to enable this.

The problem with the strategy is that the implementation process until now has been vague. It has taken time to provide the strategy with content. It has been a period without specific initiatives, with the result that the companies, which we assumed to be “spearheads” in the implementation process, have concentrated on other markets.

However, the Bondevik Government, which took office in October 2001, indicated immediately that it was desirable to speed up the work concerning a strategy for private sector development. The Government wanted NHO as a partner in the work needed to provide the strategy with the necessary content.

## **NHO's SECRETARIAT FOR DEVELOPMENT ASSISTANCE AND PRIVATE SECTOR DEVELOPMENT**

As a consequence of the prioritisation of the strategy work for private sector development, NORAD agreed to give financial support to the NHO-based Secretariat to encourage greater involvement from the Norwegian private sector in development assistance. This agreement with NORAD is looked upon as an important vote of confidence and acknowledgement for the work NHO has carried out so far both when it comes to private sector involvement and to corporate social responsibility (CSR). For some years now, NHO has worked systematically to strengthen the companies' knowledge and responsibilities related to CSR.

The Secretariat, employing 2 persons, was established in June 2002. Main activities of the Secretariat:

- Continue and further develop the institutional cooperation programmes with corresponding organisations in various developing countries. This is looked upon as a measure to strengthen industrial relations and to foster good governance. As of today, NHO has cooperation programmes with corresponding organisations in Uganda, South Africa and China. This is an important part of the work to build up long-term relations between Norway and developing countries, which may evolve into competent partners for Norwegian business and industry. The Norwegian Minister of International Development and NORAD consider this kind of cooperation successful. NHO has now carried out feasibility studies in another three countries; Indonesia, Sri Lanka and Nigeria.



- Work as a coordinator for the Norwegian private sector and authorities to ensure that the expertise that exists in Norway is made available to assist in developing the private sector in developing countries. The Secretariat has established a pool of advisory professionals from the business community, who are interested in taking on short-term or long-term assignments based on conditions established by NORAD and the NHO Secretariat for development assistance and private sector development.

- Development of closer links between non-governmental organisations (NGOs) and private sector companies which are involved in development activities. The NGOs have gradually become very important channels for Norwegian development assistance. They are annually granted a couple of billion NOK for their work. Many previous initiatives have changed character. From being exclusively aid projects, they have turned into long-term development projects where investments in private sector development programmes are prioritised. Consequently, new opportunities for cooperation emerge. Furthermore, Norwegian companies recognise that the NGOs may be in possession of valuable competence required when they are to establish themselves commercially in developing countries.

- To be NHO's focal point when it comes to creating content for the Norwegian strategy for private sector development (PSD) in developing countries. This may turn out to be the most demanding task. The Secretariat is to contribute to the PSD strategy regarding initiatives and particularly the Norwegian incentive structure for companies planning to start business in developing countries. During autumn 2002, NHO has coordinated the NIS phase 2 review in Uganda and Sri Lanka. Representatives from the Norwegian business community contributed in the reviews to evaluate options and conditions for private sector development in those two countries.

## NORFUND

Norfund, the Norwegian Government's investment fund for developing countries, can invest by utilising loans and equity in all countries that, according to international criteria, qualify for public aid. The original idea was that Norfund was to invest in developing countries in conjunction with Norwegian companies in order to reduce the risk. Investments in profitable projects in developing countries were to contribute to the reduction of poverty. Norfund's available funds, which are granted in the international development budget, are considerable. However, it has proven difficult to find a sufficient number of good projects. Consequently, approximately half of the invested capital is placed in local investment funds in the developing countries.

Norfund is to invest in profitable projects. Still, it is important that the fund does not act as a normal investment fund. The risk profile should be different. Norfund's investment projects should be more linked to the strategy for private sector development, and to NORAD's relevant subsidy schemes such as support for education, feasibility studies, and infrastructure supporting NORAD's sectoral programmes.

According to the 8th and last millennium goal, the international society commits to follow-up a global partnership for development, which represents a new approach to cooperation between the western world and the developing countries.

*"The private sector is a driving force for development"*

*Prev. Minister of International Development  
Anne-Kristin Sydnes, chronicle in DN, Jan.  
2001*

*"Profitable investments creates development"*

*Norfund*

## CHALLENGES

### The role of the private sector in Norwegian Development Cooperation Policy - where are we in 2003?

There is strong political interest in engaging the Norwegian business community in the development cooperation. The special role NHO has been given to coordinate the private sector's points of view and communicate these to the authorities has made this clear. NHO has accepted this challenge, because we see it as a part of NHO's social responsibility to contribute to the fight against global poverty. We also feel that the Norwegian private sector comprises specific expertise that will be of utmost importance if the millennium goals are to be achieved. This applies to areas such as oil and gas, water supply, all aspects of energy supply and utilisation of natural resources such as fish and forests.

In the Norwegian private sector, you will also find that a number of company directors and employees show considerable personal interest, and these individuals are suitable "partners" in a development cooperation. When representatives for Norwegian companies work in developing countries, we often experience that they show great involvement, they contribute, and they take on responsibilities far beyond that which can be expected if the prevailing considerations were solely of a commercial nature. They encourage utilisation of local resources, they conduct training, and they get involved in educational and health initiatives, etc. Norwegian company directors are also increasingly aware that they have a responsibility to basic human rights and the fight against corruption.

Major challenges still exist. Norwegian companies' involvement must be based on a reasonable expectation that the involvement will provide a decent financial result, at least after a while. For a company, it is of fundamental importance that the "bottom line" is taken into account. Companies cannot get involved in vague projects based on good intentions and with a major financial or political risk. The companies' primary social responsibility is to ensure that they are capable of establishing sustainable and financially-viable operations that will create jobs and income for proprietors and employees, as well as gradually becoming a tax base for the authorities in the country where they are commercially active.

In the debate in Norway, this fundamental realisation is not always present. It seems as though certain people have the impression that companies can establish themselves commercially in developing countries without having ensured necessary financial risk protection. In the LDCs, the fundamental preconditions are often absent. This is why the discussion on incentive systems becomes very important. If we are to achieve more involvement from Norwegian companies – in order to reach targets stipulated in our development cooperation policy – we must also be aware that the necessary means must be made more easily available than they have been so far. The authorities' attitude that all aid in principle should be untied, does not contribute to render the conditions favourable for increased involvement from the Norwegian private sector.

### New perspectives in the debate on untying aid required

Norwegian supply of goods and services can often seem expensive due to Norway's high level of cost. For supply of certain products, the open international market can undoubtedly be cost-effective. It is not that straightforward when it comes to project development and the supply of more complicated products often linked to a considerable



supply of services and the need to build competence and transfer technology. In this context, it is interesting to look back on what we did in Norway when we, 30 years ago, established our oil industry. Our demands on the suppliers were strict, and we expected a high level of competence and transfer of technology. We did not go for the cheapest offer, we went for the “best buy” and this resulted in partnerships in the proper sense of the word. This is what we support in NHO. We wish new perspectives to enter the debate on untying of aid. We feel that it would be of significant importance if the invitations to tender could be formulated in a manner that gave Norwegian companies a chance in an untied market as well.

Based on this, the demands placed on the suppliers to consider a number of factors must be clear: utilisation of local suppliers and local work force, development of education and competence, transfer of technology, respect for basic human rights, and a clear anti-corruption attitude. In areas such as these, Norwegian companies have demonstrated that they can fulfil their obligations.

Internationally, it is agreed in principal that the aid should be more untied. Most countries choose a pragmatic method where they continue to look after their own private sector for the supply of goods and services. We do not have to go further than to Denmark to find this same pragmatic attitude with regard to a country's own private sector. There is reason to believe that if the rich countries increase their donation of foreign aid, in order to achieve the UN's millennium goals, countries like the USA, Japan and the EU-countries will probably make sure that they secure a significant share for their own private sectors.

Private sector development has two main elements, the development of general conditions and the development of each individual company. Private sector development in developing countries should form a program that combines the two above-mentioned initiatives. In both cases, we should draw on the relevant Norwegian pool of resources. This entails a more extensive utilisation of the Norwegian private sector in connection with relevant institution building, and as advisors for the formation of regulations and legislation. By involving the private sector in more extensive institution building in development countries, considerable competence, knowledge and networks will be built and this can then be used to continue the collaboration, often on a commercial basis.

### **Specifying the NIS**

**The strategy put forward must be specified in greater detail. The private sector is more than happy to help, as a partner, in both the development and the implementation.**

**NHO will suggest that Norwegian authorities collaborate with the private sector in the following specified areas:**

- **The operational section of the infrastructure project**
- **What the term “partnership” will entail**
- **Tender specifications**
- **The follow-up of NIS, phase 2**

“We will take initiative internationally with regard to formulation of tenders. This will apply to multilateral donors, other bilateral donors, and our own partner countries. From a Norwegian point of view, we wish the tenders to demand certain environmental standards, social conditions, and employees' rights. I will involve myself strongly in this issue.”

*Minister of International Development Hilde Frafjord Johnson, The Norwegian Trade Council Conference on International Aid  
16. January 2002*

“NORAD keeps the door open for cooperation with the private sector, and the door is wide open for good ideas.”

*Tove Strand, Director General, NORAD  
The Norwegian Trade Council Conference on International Aid  
30. January 2003*



## **Publications on conditions affecting businesses establishing themselves in other countries:**

“Bedriftenes samfunnsansvar” (January 2003)

English edition: “Corporate Social Responsibility” (February 2003)

“Menneskerettigheter og internasjonalisering” (October 1996)

“Bedriftens forhold til menneskerettigheter” – sjekkliste for bedrifter som satser internasjonalt (December 1997)

English edition: “Human Rights - from the perspective of business and industry” – a checklist (October 1998)

“Internasjonal satsing og menneskerettigheter”. Bruk av de frivillige organisasjonene som kunnskapsbase (December 1997)

“Standpunkt Korrupsjon” (2000)

English edition: “Standpoint Corruption” (2001)

“En verden av muligheter”

Published in connection with NHO’s annual conference (2002)

”Globale regler. En støtte til globalisering, frihandel og globale institusjoner.”

Published in connection with NHO’s annual conference (2002)

English edition: “Global Governance” (2002)

”Bedrifter i konfliktområder: Ansvarlig engasjement” (2002)

English edition: “Corporate Actors in Zones of Conflict:

Responsible engagement” (2002)

”Globalisation – views of the Nordic Business Community” (2002)

”Dokument om partnerskap næringsliv- og frivillige organisasjoner” (April 2003)

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