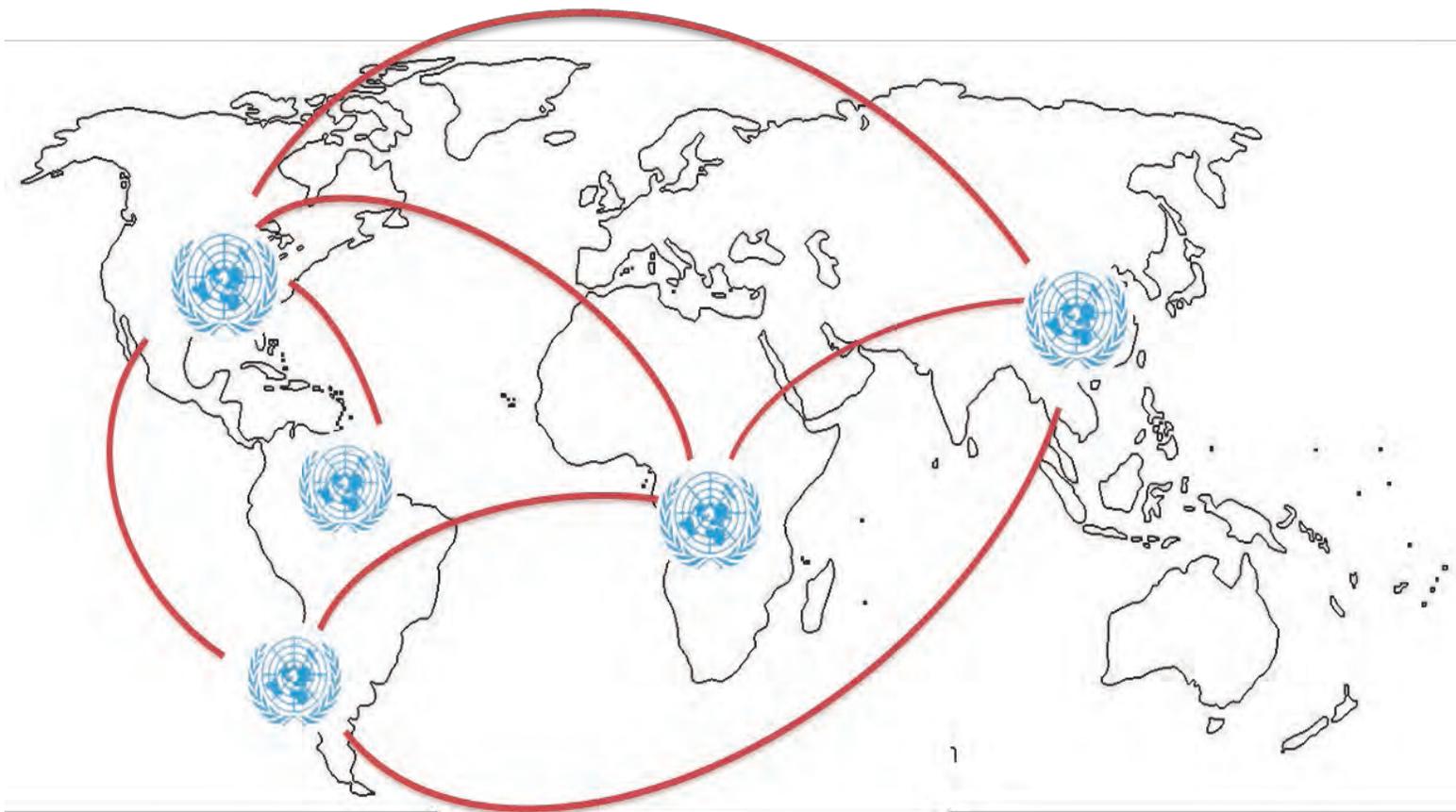


GO BEYOND!

A CORPORATE SPONSORED CLIMATE CHANGE FELLOWSHIP



Columbia University
School of International and Public Affairs
Master of Public Administration
Environmental Science and Policy Program

WFUNA



WORLD FEDERATION OF UNITED NATIONS ASSOCIATIONS

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Go Beyond! **A Corporate Sponsored Climate Change Fellowship**

A Report by Students of the Columbia University
School of International & Public Affairs
Master of Public Administration in
Environmental Science & Policy Program

Prepared for the World Federation of United Nations Associations
Bonian Golmohammadi, Secretary General
Marie –Marguerite Sabongui, Climate Change Officer: Consultant
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Faculty Advisor: Kathleen Callahan

Authors:

Rachel Roberts, Manager
Alaine Marx, Deputy Manager
Rose Andreatta, Editor
Francesca Fabro
Jessica Adickes
Juan Felipe Rengifo Borrero
Larissa Johnson
Mea Halperin
Seonggeun Heo
Sooah Kim
Stephanie Speckmann
Sunserae Smith
Taraf Abu Hamdan

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PREFACE

This report is the culmination of the Workshop in Applied Earth Systems Management for the **Master of Public Administration in Environmental Science and Policy at Columbia University's School of International and Public Affairs**. In this capstone course, teams of students work with organizations on semester-long projects to deliver a high-quality professional level analysis of **current issues important to the client's mission**. **World Federation of United Nations (WFUNA)** requested recommendations of corporate sponsors for *Go Beyond!* a climate change focused fellowship program.



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EXECUTIVE SUMMARY

Addressing the effects of climate change requires the combined effort of a united global community. The World Federation of United Nations Associations, or WFUNA, is taking steps toward this end with the development of their new fellowship program, *Go Beyond*.

Go Beyond is an ambitious new fellowship program that aims to unite communities around the world through the common goal of addressing climate change. The program will involve 25 fellows from five different regions of the world, working on projects that raise awareness of climate change in their local communities. The fellowship is designed to educate global citizens while mobilizing and engaging two of the major communities of stakeholders involved: corporate industries and civil society. *Go Beyond* fellows will act as a vehicle for change by executing projects revolving around climate change mitigation and adaptation in their local communities. By participating in the *Go Beyond* fellowship and providing funding for fellows, corporate sponsors will have an opportunity to educate themselves and take steps to develop their own commitment to sustainability.

WFUNA consulted with the authors of this report to develop the various components of their fellowship program including private-public partnership structure, strong candidates for host counties, and finally a recommended selection of potential corporate sponsors. To inform these recommendations we evaluated the various organizations involved and their respective interests. The three main participants considered were WFUNA as the nonprofit organization developing the program, potential corporate sponsors, and the possible UNA partners that would host the fellowship program in various countries.

This evaluation process was based on a three part methodology. We first identified successful corporate-nonprofit partnership models allowing us to pinpoint specific criteria that facilitate nonprofit corporate relationships. These partnership models exemplify strong corporate integration and a mutual benefit from partnership branding, along with creating successful networks among fellows, corporations, and broader civil society. Secondly, by creating a set of criteria for host UNAs and using target regions provided by the client, we identified five UNAs that would make strong *Go Beyond* partners. Lastly, the final companies recommended as potential sponsors were selected using metrics designed to evaluate and rate corporations and their likelihood to support a public-private partnership of this nature.

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BACKGROUND

WFUNA

The World Federation of United Nations Associations, or WFUNA, is a global non-profit organization that serves as the umbrella organization for over 100 United Nations Associations (UNAs) that operate in various countries to promote the goals of the United Nations. Established in 1946, **WFUNA’s mission is to strengthen and improve the United Nations by engaging local communities through education and outreach programs (“Mission and Values” WFUNA, 2012).** **WFUNA’s programs and projects** support the three pillars of the United Nations: Peace and Security, Sustainable Development, and Human Rights. Throughout its history, WFUNA has promoted wider support of the UN, and served as a forum for global dialogues on development.

For example, WFUNA has activities to support the UN norm of **Responsibility to Protect (R2P) (“Responsibility to Protect” WFUNA, 2012).** WFUNA works with UNAs to provide tools and resources to civil society to hold governments accountable in the face of genocide and mass atrocity. This work has included holding training sessions—for both youth and community leaders—on the debates surrounding R2P. Many participants in these sessions went on to draft letters to their governments and the media, and to hold community events to raise awareness for R2P and to act against mass atrocities.

WFUNA has an established focus on youth and they have several programs **and activities dedicated to youth empowerment. WFUNA’s youth network** is designed to engage young people in the UN policy objectives, and keep **them active in the UNA network. WFUNA’s youth seminar series aim to** develop the capacity of the youth network by determining the priorities of youth members and UNAs, acting as a platform to share successful programming and communication ideas, and providing skill training **(“Youth Seminar Series” WFUNA, 2012).** **In addition, WFUNA has** coordinated a series of regional Model United Nations conferences based **on the theme of the Millennium Development Goals (“WFUNA-IMUN” WFUNA, 2012).**



WFUNA’s new *Go Beyond* fellowship program will support the policy objective of sustainable development, while maintaining a strong focus on youth and community engagement.

GO BEYOND!

One of the most pressing challenges facing today's generation and those to come is how to respond to the impacts of climate change. These impacts are wide ranging with economic, social, and environmental consequences. Global temperature increases, along with the increased likelihood of extreme weather events, are a threat to food supply, coastal and island communities, biodiversity, ecosystem longevity and public health. Climate change events affect all communities of people be it in a variety of ways. As such, communities face unique challenges along with unique opportunities to address these impacts. Global understanding of climate issues is essential for mitigation and adaptation efforts, and community based activity is the most effective tool to address this challenge. In an attempt to support and spur this community action, WFUNA has developed a new international fellowship program that will raise awareness of climate change and support action at a local level, through the collaborative efforts of the public and private sectors.

The *Go Beyond* fellowship program emphasizes the interconnectedness of climate change impacts. By acting as a gateway for corporations committed to responding to climate change, WFUNA hopes to leverage the financial capacity of the private sector to support community based projects aimed at raising global awareness and catalyzing global action. The ultimate goal of *Go Beyond* is to achieve sustainable development by bridging the North-South divide and engaging all sectors of society.

The fellowship program is designed to create a set of networks linking communities across the globe, all motivated to respond to climate change. *Go Beyond* will have a presence in five different UNA locations; each UNA location will host five fellows, and each fellow will have a climate change project that fits into one of five themes. For example, UNA Tanzania may host a fellow that creates an exhibition of photographs portraying the local environmental consequences of climate change; this project would align with an "arts" theme. **UNA Tanzania would also host four other fellows, each with a project aligning to a different theme. Each fellow would be connected to the other fellows in their host UNA, but also to the fellows in the four other UNA locations through their "theme" network. All of the 25 fellows, UNA hosts, and corporate sponsors will have the opportunity to come together to share their projects, ideas, and experiences at the *Go Beyond* summit held at the end of the fellowship year.**

WFUNA's vision is that *Go Beyond* will evolve as an expanding network with the involvement of additional UNA countries and an increasing representation of global communities.

**GO BEYOND PROFITS GO
BEYOND GROWTH GO BEYOND
CORPORATE RESPONSIBILITY**

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PROJECT OVERVIEW

PROJECT OVERVIEW & TEAM OBJECTIVE

A key step to implementing *Go Beyond* is to identify suitable corporations that would be interested in partnering with WFUNA to support the fellowship. Potential corporations would have some level of prior commitment to climate change, a demonstrated interest in community outreach, and sufficiently high revenues to supply the requisite monetary support for the program.

In addition, the corporation would have to work within WFUNA's overall vision for the *Go Beyond* program. To start, WFUNA detailed certain parameters for the fellowship program:

- * Five United Nations Association hosts, with 5 fellows at each host (25 fellows each year)
- * Host UNAs to be located in 5 regionally diverse countries
- * Five themes through which projects will address climate change and connect with a variety of communities; each United Nations Association will host a fellow from each of the five themes
- * \$2,000-\$5,000 sponsorship per fellow
- * Diversity of fellows, including a strong youth component
- * Annual program of 9-12 months
- * Enhance the ability of the United Nations Associations to connect with local communities
- * Engage the private sector and encourage corporate involvement
- * 3 year initial commitment by corporate sponsor(s)
- * Final summit with all fellows, host UNAs, and corporate sponsors at the end of each fellowship year

Successful development of the necessary partnerships requires careful consideration of the various stakeholders involved and their respective interests. Specifically, the *Go Beyond* fellowship program requires aligning the interests of three major stakeholders: WFUNA as the nonprofit organization developing the program, potential corporate sponsors, and finally the five UNA partners that will ultimately be responsible for administering/hosting the fellowship program. In order to identify potential corporate sponsors, the following questions were considered:

- * What are the components of a successful corporate-sponsored fellowship?
- * Which UNAs are equipped to host a fellowship of this magnitude?
- * What types of companies are most likely to be interested in a public-private partnership?
- * What motivates a private company to partner with an NGO?

Client Need:

To establish corporate partnerships to help finance, develop, and implement the *Go Beyond* fellowship.

Team Objective:

To identify and recommend potential corporate sponsors.

Two research teams were organized to address these questions. The Fellowship Team researched existing fellowship programs as well as profiled a number of UNAs in target regions. The Corporate Team was responsible for the latter two questions focusing on corporate social responsibility (CSR) as a general trend as well as on the CSR activities already in practice in different industries in order to determine the types of companies that would be interested in *Go Beyond*. These two separate teams used a variety of methodologies and sources to gather the information that would eventually be used to create the final list of recommended corporate sponsors.

As a result, the methodology behind our preliminary research and analysis involved three interdependent parts:

- 1) Identifying successful corporate-nonprofit partnership models to better understand the role of nonprofit organizations in facilitating corporate sponsorship of fellowship programs
- 2) Establishing criteria to identify top contenders for UNA partnership
- 3) Establishing criteria to identify top viable corporate partners

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RESEARCH

RESEARCH

The Fellowship Team: Corporate-Sponsored Fellowships

Objective

The Fellowship Team was responsible for researching existing corporate-sponsored fellowships to identify the components of both a successful program and a successful partnership. The purpose of this research was threefold: (1) to identify successful nonprofit-corporate partnership models that reveal corporate incentives for investing in projects and getting involved, (2) to understand how nonprofit organizations can facilitate strategic corporate partnerships, and (3) to better understand the companies that participate in this type of nonprofit-corporate partnership and to build the set of criteria used to determine the final selection of recommended corporate sponsors. In addition, this team did preliminary research on the network of UNAs to identify those that have the capacity and outreach to host this type of fellowship.

Approach

The Fellowship Team drew their findings from two main sources: market research and analysis of corporate interest in public-private partnerships, and existing successful fellowships funded in part by the private sector. Market research was provided by Phillip Edmunds of Catch a Fire from his previous work with WFUNA on a related project. The fellowships used as models include: TogetherGreen (Toyota and the Audubon Society), For Women in Science (UNESCO and L'Oreal), the Bayer Young Environment Envoy (UNEP and Bayer Group), the Green Long March (Future Generations and Goldman Sachs) and the Ashoka fellowship program (connected to Intel).

Results

From this analysis of key market drivers, Edmunds reached two conclusions relevant to determining appropriate corporate sponsors. First, he argues that the *Go Beyond* program should prioritize the integration of corporate interests in the fellowship design to secure financial sponsorship. Second, Edmunds recommends that WFUNA's best means to develop strategic sponsorship is through leveraging WFUNA's brand and its connection with the United Nations.

Based on Edmund’s analysis and considering the predetermined fellowship criteria set by WFUNA, our team focused on identifying existing fellowship models with strong corporate integration, corporate branding, and civil society network creation. Research of existing fellowships confirmed that these aspects are integral to the success of fellowship programs and public-private partnerships. For example, TogetherGreen, an environmental restoration and conservation fellowship, promotes corporate involvement by including Toyota in the selection of the fellows. The Green Long March fellowship and education programs—in partnership with corporate sponsors, government, and environmental experts—are building youth and community networks throughout China to promote healthy environments and sustainable development. The Goldman Sachs Foundation was a co-founder of the Green Long **March and has been involved in the program’s development, offering** resources and expertise. Ashoka, an organization that invests in social entrepreneur fellows, and For Women in Science, which promotes and supports young women in various science fields, both have fellowship models that align well with the values and missions **of the corporate sponsors. Ashoka’s corporate sponsors highlight** their participation in the fellowship and the partnership with the non-profit organization on their website and other media.

All of the fellowships have built networks of individuals working on similar issues, and emphasize the value of long-term corporate involvement in the fellowship whether it is through fellow selection or program design and evolution.

Based on Edmunds’ market research and our analysis of existing fellowships, the ideal corporate sponsors for Go Beyond:

- * Are conscious of their reputation and appreciate the value of an image campaign.
- * Have a mission and/or values that align with the mission of **Go Beyond** and WFUNA overall.
- * Have an interest in and/or history of social responsibility and would want to be involved and engaged in the process of implementing, executing, and expanding the fellowship program.
- * Do not have existing commitments or partnerships that would conflict with or compete for resources with a potential partnership with WFUNA.

Ashoka: a model corporate-nonprofit partnership

Ashoka is a nonprofit organization committed to transforming civil society into an action oriented, problem-solving sector by supporting social entrepreneurship at the community level. Through its fellowship program, Ashoka has developed a global network in over 60 countries of more than 2,000 fellows—empowered self-starters with the confidence, discipline, and entrepreneurial spirit necessary to achieve significant impact in their communities. Ashoka’s programs and global network continue to expand rapidly, due in large part to Ashoka’s success establishing active and long-term partnerships with the business community. Their pitch is simple: Ashoka’s fellows are strengthening civil society, and this is good for business. Specifically, Ashoka fellows build workforce readiness, improve education, resolve conflicts, encourage sustainable resource use, and all of these efforts result in more sustainable business environments.

Ashoka provides businesses with a menu of investment opportunities some of which are highlighted below. The range of opportunities available to potential partnerships allows Ashoka to tailor their partnerships with corporate sponsors according to the interests of the companies involved.

Investment Opportunity	Nature of Business Partnership	Ashoka Business Partners
Business Group Partnerships	Businesses share their expertise and engage with Ashoka Fellows at conferences, roundtables, etc.	Young President’s Organization The Asia Society
Global Corporate Partnerships	Corporations provide management, communications, finance, and other expertise to fellows.	McKinsey&Company Hill&Knowlton Latham&Watkins
Foundation Partnerships	Foundation partners are field leaders that fund specific types of social innovation fellowship projects across a wide spectrum of issues and geography (e.g. related to journalism).	The Lemelson Foundation The Knight Foundation Artemisia
Youth Venture Sponsorships	Sponsors invest in and increase the number of young change makers.	Starbucks Staples PepsiCo

The Ashoka fellowship program works as a model for a number of aspects of WFUNA’s *Go Beyond* fellowship. Ashoka’s creation of an international social network connecting the business community to civil society aligns well with WFUNA’s own hopes for a vibrant and growing global network addressing climate change. Furthermore, Ashoka’s capitalization of nonprofit-corporate partnerships demonstrates the potential of this kind of relationship as well as how essential it is for both parties to deem the fellowship program worthy of investment. As highlighted above, Ashoka offers a diverse range of investment opportunities to its corporate partners indicating that WFUNA’s openness to working with corporations to develop fellowship themes relevant to the particular corporate sponsor will be helpful (“Partner with Ashoka” Ashoka, 2012). A key take away point from analysis of the Ashoka fellowship program is that integration between future corporate sponsors and WFUNA is integral to the impact and longevity of *Go Beyond*.

RESEARCH

The Fellowship Team: United Nations Associations (UNAs)

Objective

The Fellowship Team studied the existing UNA network to identify those UNAs that would be the best equipped to host the *Go Beyond* fellowship. An ideal UNA host would have a strong presence in the community, provide programs across wide age groups, have a strong Youth Network, and be able to provide project and training support for fellows.

Approach

UNA research was focused on the target UNA regions specified by WFUNA. These include: North America (USA, Canada), Latin America (Dominican Republic, Argentina, Brazil, or Venezuela), Africa (Gabon, Namibia, Tanzania, Kenya, Uganda, or Zimbabwe), and Asia (China, South Korea, or India).

In order to gauge the capacity of UNAs to host fellows, we created a UNA criteria list, which included the following:

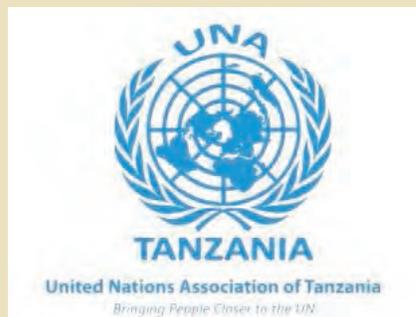
- * Date of establishment
- * Existence of a youth network
- * Areas of focus
- * Existing education and fellowship programs
- * Number of members
- * Existing corporate sponsorships, relationships, or partnerships



Flag from five selected UNA countries,
Tanzania, Uganda, China, South
Korea, United States

Results

Our team determined that the most viable UNAs to target for the *Go Beyond* Fellowship program are: UNA Tanzania, UNA China, UNA South Korea, and UNA USA. For in-depth analysis of each nation's UNA profile see Appendix 4.



Tanzania

The United Nations Association of Tanzania (UNA-Tanzania) was established in the 1960s and has shown not only longevity, but has a strong focus on environmental and sustainability issues, the millennium development goals, and climate change. UNA-Tanzania has also focused on community engagement with 240 clubs and over 20,000 student members. Moreover, they have a youth network of 5,000 members and are in the process of developing more branches to cover more area in Tanzania, which shows initiative in the network development stage. In short, UNA-Tanzania's commitment to youth empowerment, addressing climate change, and community engagement make it a strong candidate for *Go Beyond* partnership.



RESEARCH

The Corporate Team:

Objective

The objective of our corporate sponsorship research was twofold: (1) to develop appropriate criteria for the identification and selection of the corporations to be recommended, and (2) to apply the criteria in order to obtain an initial list of corporations from which the eventual top five recommendations and alternatives would be chosen.

Approach

Our team divided the research into three steps: a literature review, identification of selection criteria, and compilation of a preliminary list of corporations.

The team conducted a literature review on corporate social responsibility with a particular focus on corporate sponsorship of environmental and educational initiatives. This research included CSR case studies and corporate reports. Special consideration was given to expectations, experiences and documentation shared by WFUNA, such as the *Go Beyond* confidential market analysis (Edmunds, 2012). Based on the findings from the literature review, the corporate team identified and compiled criteria for choosing appropriate corporate sponsors for the fellowship program. This assessment included a discussion and analysis of the relative weight that the different criteria should be given. The criteria were organized in a scorecard system with graded and non-graded criteria described in the Results section below (Figure 1: A and B). Finally, the team compiled a preliminary list of corporations based on the scorecard criteria and literature review, which was then narrowed down to seventeen companies with the highest scorecard ratings.

Graded Criteria	
Category	Grade from 1 to 5 1 = lowest 5 = highest
Product/ Fellowship Alignment	5 = This company has great alignment
\$1 billion revenue+	5 = This company has a revenue over \$1 Billion
Image-Driven	5 = Image is essential/ consumer facing company
Global Compact member	5 = Active GC member and C4C signatory
Consumer demographic and UNA location	5 = Consumers or costumers in all targeted regions and countries
Manufacturing demographic and UNA location	5 = Operations based in all targeted regions and countries

Figure 1 (A): The graded criteria table presents the scorecard used to quantitatively evaluate the initial list of Global Compact companies. The scorecard was used to assign a numerical value to each company from 0-30 with 30 being the highest.

Results –Corporate Sponsorship Scorecard

We determined our criteria for potential corporate partnerships based on six (6) key findings.

Non-graded Criteria	
Criteria	Description
Operations based in North America or Europe	North American and European companies have larger budgets (and higher CSR : budget ratio) and a higher likelihood of participating, but not required. Multinational companies are also good targets.
Cause-related	The company has spent CSR funds on cause-related projects historically
Climate Change Contributor	Determine if companies are actually contributing to climate change, because they might be interested in improving their public image.
Consumer-Based Industries	Research suggests that companies that produce consumer goods are the most likely to participate.

Figure 1(B): The non-graded criteria table, which describes the qualitative factors used to evaluate the companies, served to capture characteristics and activities not easily quantified. Using the graded and non-graded criteria, the corporate team identified 30 companies with high scorecard rankings.

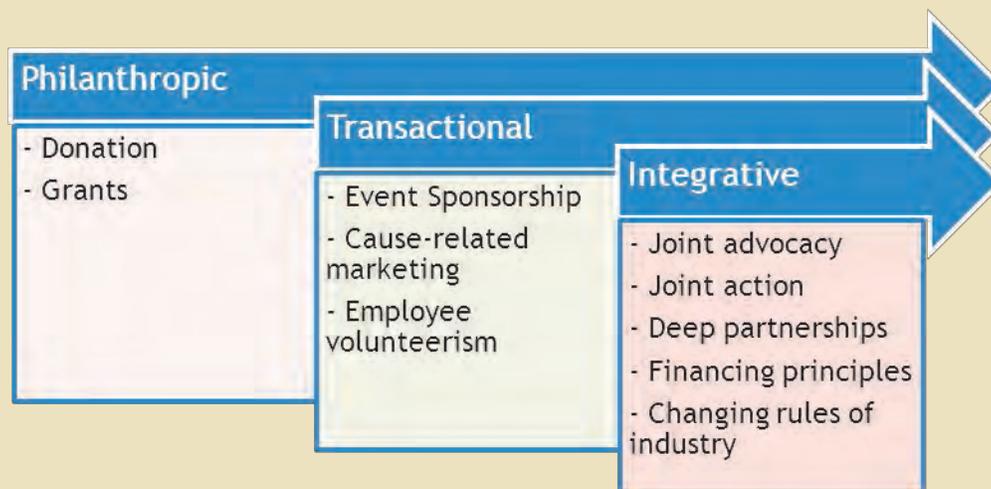
- 1) Product Fellowship Alignment: An established Corporate Social Responsibility (CSR) policy indicates that a corporation has made an attempt to publically acknowledge the relationship between their practices and social and environmental issues. As such, a company with a demonstrated interest in social and environmental responsibility would be more inclined to be involved in the **Go Beyond** program.
- 2) \$1 billion in revenue: According to market research, a corporation with a revenue stream of more than \$1 billion is more likely to have a substantial CSR budget, and be more willing to commit to a 3 year partnership.
- 3) Image Driven: Corporations that are reliant upon consumers whose buying habits are influenced by the public perception of the company are more likely to be interested in working towards or maintaining a positive public image. A corporation that is concerned with and mindful of its public image is more likely to participate in this type of partnership.
- 4) United Nation Global Compact: Priority was given to companies that are signatories of the UN Global Compact, and specifically to the Caring for Climate section. Signing the Global Compact indicates that a company attempts to align their operations and **strategies with the Compact’s principals regarding human rights, labor, environment and anti-corruption**. The Caring for Climate (C4C) statement demonstrates that the company is aware of the urgent need for an industry response to climate change. The C4C corporations are recognized on the UN Global Compact website and in the report of actions taken by signatories.
- 5) Consumer Demographic and UNA Location: Consumer demographics were identified for corporations to determine if they align with target UNA locations. .
- 6) Manufacturing Demographic and UNA Location: As with the **Consumer Demographic, the company’s manufacturing locations** were identified to determine if they aligned with UNA target locations. (See Appendix 1 for expanded criteria explanation)

The Evolution of Corporate Social Responsibility (CSR)

Beginning in the 1980s, during a period of deregulation and privatization, attention came to be paid on the systemic impacts of the profit-maximizing goals of corporations on broader social concerns such as consumption behavior and environmental quality. Corporate Social Responsibility, or CSR, evolved to address these broader societal impacts and has emerged to become increasingly prevalent in the private sector.

Over the past 20 years, companies have adopted more strategic approaches to CSR. A study from Witt and Redding shows that managers from various industries approach CSR in two ways (Witt and Redding, 2012). The study, which was conducted in five different countries, revealed that the two **major types of CSR are differentiated by their "implicit" and "explicit" strategies. Strategies that are defined as implicit are those that are driven by social norms and the established regulations on how companies can and should operate. Explicit strategies, however, are those based on what companies perceive as their societal expectations and include voluntary measures, activities, and programs.**

With either strategy, companies have recognized that consumers will respond to socially responsible behavior, and by aligning social projects with their business model they can increase their competitive advantage. Companies adopt CSR practices to satisfy their stakeholders and increase the competitiveness of their brand on the global market. Industry performance indexes like Fortune 500 and Dow Jones have begun to include socially responsible business practices in their criteria, implying that sustainable and responsible practices are no longer peripheral to the bottom line and company success.



Evolution of CSR (Adapted from McElhaney, 2008) This figure describes three categories of CSR: philanthropic, transactional, and integrative. These categories are transitional and companies can move between them (McElhaney, 2008).

RESEARCH

Selection of Final Recommendations

The list of seventeen companies compiled by the corporate team was analyzed beyond the scorecard criteria, considering factors such as **the companies' public image, existing CSR efforts, community involvement, and demonstrated commitment to the environment and to addressing climate change.** Both the corporate and fellowship teams reviewed the in-depth analyses and discussed which corporations presented the most compelling cases to be a potential corporate sponsor of Go Beyond. This discussion also incorporated the results from the fellowship team research to ensure the final corporations would match all of the criteria. The final recommendations include five top companies as well as five alternates, including Hyundai, which had been previously identified by WFUNA. With these recommendations solidified, each company was then linked to a potential fellowship project theme related to the individuality of the companies and their interests.

Themes

WFUNA envisions that *Go Beyond* will support a diverse selection of fellowship projects all founded upon a central mission to raise awareness of climate change and promote dialogue and action on climate change mitigation and adaptation. Climate change is an inherently complex and global issue, and action at the community level is central to addressing this challenge. Community engagement is integral to *Go Beyond* and the fellowship seeks to support communities as they address climate change in their own way. In order to capitalize on the diverse values and interests of civil society communities and global corporations, WFUNA seeks to establish five **themes that will shape fellows' project proposals. These themes will align with the mission and values of corporate sponsors, while also appealing to and enriching local communities. The themes embody the idea that a multidisciplinary approach to climate change is essential. The ambition of *Go Beyond* is to foster different mediums through which to understand climate change and to create a network facilitating interdisciplinary and cultural communication.**

As part of our research and analysis, our team considered possible themes for the fellowship such as arts and sports. In practice, the themes will serve as the mediums through which fellows and their communities can understand and respond to the impacts of climate change. While all projects will be focused on the central subject matter of the fellowship program, the themes are meant to capitalize on the many different avenues through which community members relate to and learn about climate change. This diversity of mediums and related projects also serves as a way to access different community groups.

To determine appropriate themes we considered the demonstrated interests of potential corporate sponsors, the types of projects in which they would be likely to invest, and categories that would be of interest to potential fellows and of use to their communities. These considerations led us to recommend the following five themes: arts, sports, science and technology, civic engagement and community outreach, and entrepreneurship and business management. These themes are linked to potential company sponsors within the company profiles.



ARTS



BUSINESS



OUTREACH



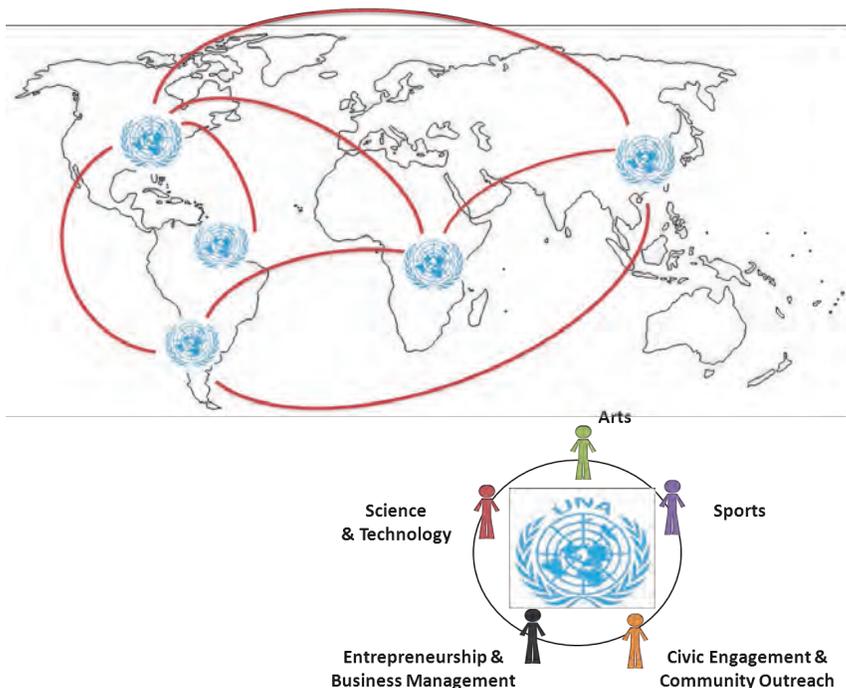
SCIENCE



SPORTS

To visualize the connection between themes and corporations, consider the auto manufacturer, Fiat. They have demonstrated a commitment to reducing their carbon emissions and have a history of engaging with local communities in both their consumer and manufacturing locations by sponsoring health and socio-cultural related projects. They could sponsor arts fellows in the five UNA host countries and the fellow projects would raise awareness of climate change through activities such as staging a play or creating a community mural depicting the local feelings towards the impacts of climate change.

Themes not only create a mechanism by which to educate a community about climate change, but also serve as a platform for reaching out to members of a community who are particularly apt to be interested and participate in certain types of projects. There is evidence that projects addressing climate change through themes like the arts are effective. For example, a project through the Institute of Development Studies in Nepal sought to educate children ages 12-17 through video by both collecting video footage of children and their reaction to and understanding of climate change as well as by teaching the children technical film making skills (Plush, 2009). The university student conducting this project found that this project was a way to reach local children more effectively than available educational tools that were often too technical or abstract for their age group (Plush, 2009). By using participatory video as a process of research, reflection, and action, Plush's film project generated local knowledge, raised the consciousness of those involved, and provided a powerful mechanism to convey specific child concerns.



The *Go Beyond* network and the five fellowship themes. This image models the design of the *Go Beyond* network and shows that at each UNA location there will be five fellows each working on a different themed project. Our recommended themes include: arts, sports, civic engagement and

COMPANY PROFILES



SELECTED COMPANIES AT A GLANCE

ALLIANZ

Industry: Financial services

Revenue: € 106 billion euros (2010)

Locations: 70 countries, all UNA locations except the Dominican Republic and African countries.

Affiliations: UN Global Compact, Caring for Climate, Carbon Disclosure Project, The Climate Group

Theme: Business management & entrepreneurship

CISCO

Industry: Networking equipment

Revenue: \$ 43 billion dollars (2011)

Locations: 95 countries, including many key UNA locations; offices in the US, Canada, China, India, South Korea, Brazil, Argentina, Dominican Republic, and Venezuela

Affiliations: UN Global Compact, Caring for Climate, UN Millennium Development Goals, Clinton Global Initiative, and World Economic Forum

Theme: Science & technology

FIAT

Industry: Automotive

Revenue: \$74 billion (2010)

Locations: UNA locations include: Argentina, Brazil, Canada, Chile, China, Hong Kong, India, Mexico, South Africa, USA

Affiliations: UN Global Compact, Dow Jones Sustainability Indexes, 500 Global Carbon Disclosure Leadership Index, Carbon Performance Leadership Index

Theme: Arts

NESTLÉ

Industry: Food and Nutrition

Revenue: \$ 110 billion dollars

Locations: All of the UNA target countries with the exception of Namibia and Gabon

Affiliations: UN Global Compact

Theme: Sports

UNILEVER

Industry: Consumer goods

Revenue: : \$61 billion dollars (2011)

Locations: Product representation in all UNA locations; corporate representation in all but Namibia and Gabon

Affiliations: UN Global Compact, Caring for Climate, UN World Food Programme, Dow Jones Sustainability Index

Theme: Civic engagement & community outreach

OVERVIEW

Allianz Group provides integrated financial services including insurance, banking, and asset management. They are a German based company but have a strong presence in 70 countries including all of the UNA target regions with the exception of the Dominican Republic and the targeted African countries. In 2010, their revenues exceeded \$139 billion dollars. Allianz is a UN Global Compact and Caring for Climate signatory. This company is a strong candidate for sponsorship of *Go Beyond* due to their socially responsible programs, business operations, and their commitment to combating climate change.

CSR ENGAGEMENT

Allianz has incorporated social responsibility into its business plan by supporting a range of Sustainable and Responsible Investments (SRI) that meet certain financial, environmental, social, and governance criteria. In 2011, Allianz signed the Principles for Responsible Investment (PRI), which are voluntary guidelines developed by a group of institutional investors in partnership with the United Nations. Also in 2011, Allianz gave nearly 30 million dollars to charitable causes, indicating their willingness and capacity to support social causes outside of their business model. In accordance with these commitments, Allianz fosters a culture of community service and social responsibility that align with the mission of *Go Beyond*. For example, employees have the **opportunity to volunteer with youth through "My Financial Coach" (MFC), a program that aims to foster financial literacy among 11-15 year olds. In response to the program's success, the German UNESCO Committee declared MFC an official project of the UN Decade of Education for Sustainable Development. This is consistent with WFUNA's preference for corporate sponsors to play a large role in the fellowship program. Additionally, Allianz is committed to promoting entrepreneurship at the community level. For example, Allianz is currently developing microfinance programs in developing countries at risk of natural disasters—including for example India, Indonesia, and Egypt—aimed at educating the local population about insurance options.**

ENVIRONMENTAL INITIATIVES

Allianz is specifically dedicated to combating climate change. The company views renewable energy as an attractive growth market and invested 1.7 billion dollars in renewable energy projects in 2011. Also in 2011, Allianz **invested in the world's first developer of REDD projects—** acquiring a 10 percent equity share in Wildlife Works Carbon LLC (WWC)—to help protect forests in developing and **emerging countries ("Allianz Invests in Protecting Forests" Allianz, 2011).** A cornerstone project of WWC is protection of the Kasigau Corridor in Kenya, a target UNA region. **In addition, Allianz offers an increasing number of "green" solutions to consumers (Piro, 2011).** Among these solutions are tools and services to assist homeowners in tracking and evaluating energy performance, and making the necessary home improvements. Allianz also has a comprehensive Climate Change Strategy aiming to reduce internal CO2 emissions. They boast a reduction of 33% emissions per employee since 2006, and are on track to achieve carbon neutrality by 2012 by compensating for remaining emissions through direct investments in carbon projects. Finally, Allianz is a founding signatory to the Carbon Disclosure Project, an organization based in the United Kingdom working to achieve greater transparency in corporate emissions.

In short, Allianz presents a strong case for partnership with the *Go Beyond* fellowship program. The company has a strong commitment to social responsibility, particularly in relation to climate change, which it has demonstrated through community outreach programs and internal business strategies. Allianz is internationally well established with broad representation in UNA target countries. With revenues exceeding \$1 billion and a steady history of supporting social causes, Allianz has the capacity and the interest to provide financial support for *Go Beyond*.

THEME: Business management & entrepreneurship

A potential theme for Allianz is **business management & entrepreneurship** given its commitment to facilitating grassroots action through financial mechanisms.





"Technology can help us work, live, play, and learn in new and more sustainable ways. We're innovating to address environmental challenges, reduce our own impact, and help customers reduce theirs"

("Cisco's Approach" Cisco, 2012)

OVERVIEW

Cisco innovates, manufactures, and sells communication and technology equipment. The company has corporate representation in North America, South America, and Asia, and its products are sold in countries all over the world. Cisco is committed to environmental awareness and development initiatives as demonstrated by its membership in many leading international associations including the UN Global Compact, Clinton Global Initiative, and **World Economic Forum**. **In addition, the company's commitment to addressing causes of climate change is evident in the array of internal initiatives to reduce Cisco's carbon dioxide emissions.**

CSR ENGAGEMENT

Cisco supports non-profit organizations through the **Cisco Foundation**. **The Foundation's objective is to use their communication technology to address problems in underserved communities and promote education, economic empowerment, and development.** Cisco also participates in cause related spending for the environment, healthcare, humanitarian relief, and information and communication technologies (ICTs). Within these areas, Cisco has donated to programs such as Feeding America, One Economy, and Teachers Without Borders ("**Society**" Cisco, 2012). **It has also started a volunteer program that encourages employees to participate in community programs.** Cisco's commitment to community-based, environmental CSR initiatives makes Cisco a strong potential sponsor of Go Beyond.

ENVIRONMENTAL INITIATIVES

In addition, Cisco shows a strong interest in addressing climate change within its internal business practices. The company aims to address climate change by decreasing their greenhouse gas emissions through a multi-faceted approach. It has identified key environmental focus areas including product energy efficiency, transportation emissions, waste disposal, and non-greenhouse gas emissions. While they have multiple environmental initiatives, their main focus is on energy and technology efficiency. To address energy efficiency, Cisco uses technologies with lower energy emissions and they use renewable sources for their energy supply. Other initiatives include the adoption of smart grids, energy efficient data centers, and incorporating LEED standards in many of their buildings ("**Environmental Sustainability**" Cisco, 2012).

THEME: Science & Technology

Our opinion is that Cisco would align best with the "**science and technology**" theme, as it is their main business model.





"A culture of responsibility is integral to Fiat-Chrysler's business model... That side of our organization is a rather private side seldom reported on in the press, but it involves people at every level, working away without fanfare, who understand the responsibilities associated with our activities, who give this organization its good name and carry its values with them out into the community."

(*"Sustainability Report 2011"* Fiat, 2012)

OVERVIEW

The Fiat Group is composed of FIAT Industrial and FIAT Automotive and was formed in 1899. While headquartered in Turin, Italy, the company operates in over one hundred and seventy five countries including many target UNA regions. Fiat Argentina specifically is a Global Compact signatory. With revenues of \$74 billion dollars in 2010, Fiat has a visible commitment to and recognition of climate change as a global issue (*"Annual Report"* Fiat, 2010). The company has made sustainability a key area of focus with a motto of "sustainability: future driven" and their sustainability plan embraces corporate, environmental, and social responsibility along with sustainable innovation. Fiat goes so far as to refer to the integration of sustainability into their business model as "part of the Group's DNA (*"Acting responsibly"* Fiat, 2012)."

CSR ENGAGEMENT

Fiat Group is committed to working with the local communities in all of their manufacturing locations. The company contributed \$35 million to community initiatives worldwide in 2011 with a 64% majority of funds going to Latin America, 34% to Europe, and 6% to North America and the rest of the world (*"Local Communities"* Fiat, 2012). Their activities include promoting education, culture and art; local social projects; healthcare systems; and support of populations affected by natural disasters (*"Local Communities"* Fiat, 2012). Fiat Group's interest in local communities and history of engagement and contribution align well with the *Go Beyond* fellowship program. A Fiat project that exemplifies their engagement with local communities is the *Árvore da Vida* program in Brazil. Established in 2004 in collaboration with local NGOs, the program aims to improve the quality of life for all citizens of the Jardim Teresópolis community (*"2012*

Sustainability Report" Fiat, 2012, p. 17). The program enhances community engagement with socio-educational, sporting and cultural activities along with professional training courses (*"Ávore da Vida"* Fiat, 2012). In addition, Fiat encourages their employees to volunteer in these activities and lead various training workshops.

ENVIRONMENTAL INITIATIVES

Fiat Group sees the automotive industry as integral to combating climate change and to stabilizing greenhouse gas emissions (*"Combating climate change"* Fiat, 2012, p. 95). The Group's approach to climate change is that "effective, long-lasting results can only be achieved through an integrated approach" requiring collaboration between many sectors of society (*"2012 Sustainability Report"* Fiat, 2012). Fiat's efforts to combat climate change and their own carbon emissions have been recognized by the Global 500 Carbon Disclosure and the Carbon Performance Leadership Indices (*"2012 Sustainability Report"* Fiat, 2012). Fiat has also recognized the potential impact of climate change internally and has incorporated climate change into their risk management (*"2012 Sustainability Report"* Fiat, 2012, p. 65).

THEME: Arts

Based on Fiat's visible interest in and commitment to culturally oriented CSR activities that connect their employees with local communities, the company is a prospective sponsor for arts themed fellowships.





"At Nestlé, we define sustainable development as the process of increasing the world's access to higher quality food, while contributing to long term social and economic development, and preserving the environment for future generations."

(The Nestlé Sustainability Review" Nestlé, 2002)

OVERVIEW

Nestlé is an international distributor of a variety of food and beverage products and is among the world's leading nutrition, health, and wellness companies. In 2010 Nestlé's revenue reached nearly \$110 billion USD. Headquartered in Switzerland, Nestlé's distribution network covers nearly all of the UNA target countries with the exception of Namibia and Gabon. While Nestlé is not a signatory to Caring for Climate, the company proudly supports the UN Global Compact and has integrated the compact's principles into their overall business strategy. Nestlé has experienced some negative publicity in the past related to human rights and poor environmental standards; however, with new leadership the company has rectified these issues and has demonstrated a strong commitment to their employees, the environment, and the communities they serve. Partnering with WFUNA and supporting the *Go Beyond* fellowship will help Nestlé to solidify their renewed image.

CSR ENGAGEMENT

Nestlé determined that the areas of greatest potential for value optimization across society are nutrition, water, and rural development. Nestlé has listed over 100 case studies on their website demonstrating the company's adherence to their "creating shared values" mission. Of particular interest is Nestlé's co-sponsorship—along with the South African government and a number of environmental development organizations—of "Eco-Schools South Africa", an initiative promoting the efficient use of resources to ensure food security, water conservation and management ("Eco-Schools" Nestlé, 2011). In addition, Nestlé has partnered with NGOs such as the Rainforest Alliance and the World Wildlife Fund for programs that promote sustainable agriculture, food security, and water conservation and management. Nestlé, through its shared values

approach and community outreach, has demonstrated great willingness to sponsor environmental programs in the community that align with their core values.

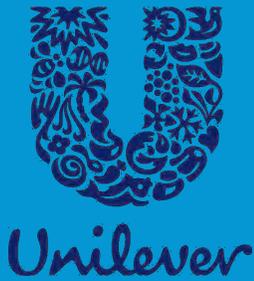
ENVIRONMENTAL INITIATIVES

Nestlé has focused internally on modifying their overall operations to reduce water use. They were recognized for their commitment to water use reduction in 2011 as the recipients of the Stockholm Industry Water Award at World Water Week. In addition to water-focused projects, Nestlé has worked to reduce their environmental impacts in other areas. They have redesigned several products to reduce the use of plastic, including juice bottles, infant nutrition meals and drinks, and water bottles (Jeffery et al. 2012). It is also worth noting that Nestlé plans to expand their manufacturing and distribution in equatorial Africa (Maylie 2001). The expansion will create jobs in the area, and will encourage development through local sourcing. As a result, they may be interested in sponsoring an African based UNA to facilitate and publicize their expansion. In sum, partnership with WFUNA will help Nestlé to promote its objectives of supporting the local communities it serves, as well as maintaining sustainable business practices through water and resource management.

THEME : Sports

Nestlé promotes nutrition and wellness indicating that the company would be a good fit for the sports theme, as physical activities will align with the company's demonstrated CSR interests.





"We do not have all the answers to the challenges and dilemmas that our business faces today. Many sustainability issues can only be addressed through a collaborative, multi-stakeholder approach...Partners bring expertise on specific issues as well as the networks to deliver practical initiatives on the ground. We complement this with our own experience, marketing expertise and commercial strength."

(*"Our sustainability strategy"* Unilever, 2012)

OVERVIEW

Unilever is the world's third-largest consumer goods company with a focus on food, agricultural, personal care, and cleaning products. It has more than 20 globally recognized brands with product representation in all of the UNA target countries, and corporate representation in all but Namibia and Gabon. The company is an active member of the United Nations Global Compact, and is also a signatory to Caring for Climate. Unilever has great sponsorship potential due to the consumer-based nature of its operation, its outstanding global presence, vast financial muscle, and its commitment to both sustainability and reducing the environmental impacts of its core activities.

CSR ENGAGEMENT

Unilever has a strong focus on health initiatives within its CSR portfolio. Specifically, the company has set ambitious goals and targets to reduce the incidence of life threatening diseases and enhance human wellbeing through improving the hygiene habits of more than 1 billion people and providing safe drinking water to 500 million. In addition, Unilever is currently partnering with five global organizations to improve health worldwide: UNICEF, the World Food Programme, Oxfam, Population Services International, and Save the Children.

ENVIRONMENTAL INITIATIVES

Unilever has demonstrated a strong commitment to environmental initiatives within its food production and manufacturing processes through its "Unilever Sustainable Living Plan." The plan has three main targets: helping 1 billion people improve their health and wellbeing; halving the environmental footprint of its products; and sourcing 100% of agricultural raw materials sustainably by 2020. The plan includes programs that educate consumers about more efficient use of washing machines using lower temperatures and correct detergent dosages, as well as provide 50 million households in water-scarce countries by 2020 with detergents that deliver excellent cleaning but use less water. In addition, Unilever is highly image driven—as demonstrated by its reliance on environmental certification schemes like the Rainforest Alliance's fair trade certification—and would likely be interesting in using the WFUNA brand as a marketing pitch should it sponsor the *Go Beyond* fellowship program.

THEME: Civic Engagement & Community Outreach

Most of Unilever activities under the "Sustainable Living Plan" involve civic engagement from either their consumer base or networks of local suppliers.



ALTERNATE COMPANIES AT A GLANCE

BMW GROUP

Industry: Automotive
Revenue: \$91 billion dollars (2011)
Locations: USA, Canada, Argentina, Brazil, China, and South Korea
Affiliations: UN Global Compact, UN Millennium Development Goals
Theme: Arts

GENERAL ELECTRIC (GE)

Industry: Conglomerate—energy, technology infrastructure, capital finance
Revenue: \$147 billion dollars (2011)
Locations: All target regions except for Latin America
Affiliations: UN Global Compact, World Business Council on Sustainable Development, World Energy Council, U.S. Climate Action Partnership
Theme: Science & technology; civic engagement & community outreach

HYUNDAI

Industry: Automotive
Revenue: \$ 97.5 billion (2011)
Locations: All except for Gabon and Namibia
Affiliations: UN Global Compact
Theme: Civic engagement & community outreach

PIRELLI

Industry: Conglomerate—tires, environmental technology, renewable energy
Revenue: \$7.4 billion dollars (2011)
Locations: USA, Canada, Argentina, Brazil, Venezuela, and China
Affiliations: UN Global Compact, Dow Jones Sustainability Index, World Business Council for Sustainable Development
Theme: Sports; arts

STARBUCKS

Industry: Retail beverages
Revenue: \$11.7 billion dollars (2011)
Locations: USA, Canada, Costa Rica, Argentina, Brazil, and China; CSR engagements in Africa
Affiliations: UN Global Compact, Business for Innovative Climate and Energy Policy Advocacy Coalition
Theme: Business management & entrepreneurship; arts



"We focus on finding long-term solutions to global challenges which can be transferred to other parts of the world and which help people help themselves, thereby achieving a substantial and lasting effect."

(*"Responsibility"* BMW, 2012)

OVERVIEW

Founded in 1917, Bayerische Motoren Werke AG (BMW) is a German automobile, motorcycle and engine manufacturing company with headquarters in Munich, Bavaria, and Germany. With three brands—BMW, MINI and Rolls-Royce Motor Cars—the BMW Group is the world's leading provider of products and services in the premium sector of the international automobile market (*"Home"* BMW, 2012). In 2001, the BMW Group committed itself to complying with the ten principles of the UN Global Compact and the Cleaner Production Declaration of the United Nations Environment Program (UNEP). In short, the BMW Group's comprehensive approach to business strategy, commitment to CSR, and large charitable donations make it a strong candidate for *Go Beyond* Sponsorship.

CSR ENGAGEMENT

The BMW Group has demonstrated a strong commitment to CSR. In 2010, BMW's charitable donations totaled \$13 million. As part of its CSR engagement, the company is sponsoring a long-term project with the United Nations Alliance of Civilizations in order to promote intercultural understanding (*"Award for Intercultural Innovation"* BMW, 2012). In addition, BMW honors the United Nations Millennium Development Goals (MDG) in its CSR engagement. In light of its activities and competences, the BMW Group primarily contributes to the millennium goals to "combat HIV/Aids, malaria and other diseases" and to "ensure environmental sustainability." To achieve these goals the company has set up a "Supply Chain Academy" in order to raise awareness of BMW's sustainability efforts among employees (*"Sustainable Value Report"* BMW, 2010).

ENVIRONMENTAL INITIATIVES

BMW has integrated sustainability principles across its whole value chain. The Dow Jones Sustainability Index recognizes BMW as world's most sustainable carmaker (*"Dow Jones Sustainability Indexes"* Sustainability Index, 2012). The company has a dedicated Board to track and improve the company's sustainability strategy. In addition, BMW uses an "environmental radar" to monitor the social and ecological impacts of its purchasers and suppliers. The car company will finalize the implementation of its sustainability strategy across all divisions by the end of 2012 (*"Sustainable Value Report"* BMW, 2010). For example, the group is working on new solutions to recycle old vehicles and make use of salvaged materials. BMW also requires that its suppliers maintain an effective environmental management system (*"Environmental Guidelines"* BMW, 2012).

In sum, the company is a strong candidate for corporate partnership because it is fully committed to the principles of sustainability, has demonstrated a strong commitment to charitable activities, and is involved with a broad range of stakeholders across its entire value chain.

THEME :Arts

A potential theme for BMW is the *arts*, given its recent initiative with the Guggenheim Foundation, which aims to visually illustrate the challenges and opportunities present in modern cities like New York.





"GE businesses depend on the infrastructure, skills and institutions of stable prosperous societies and healthy environments. To succeed as a global business, we therefore need to help build these societies, wherever we work."

("GE 2010 Citizenship Report" GE, 2011)

OVERVIEW

Founded in 1892, GE is a global finance, media, and infrastructure company. GE is a progressive corporation that values global sustainability as a critical element of its business model, leading to the **company's decision in 2008 to become a signatory** to the UN Global Compact. In order to develop more sustainable business practices, GE has a list of commitment areas of particular relevance to **Go Beyond** including environmental and community impact.

CSR ENGAGEMENT

In GE's 2010 Citizenship Report, the company stressed the importance of building societal needs into their business practices. For GE, nonprofit agency support comes in three forms, referred to **internally as "bucks, brawn and brains."** This means financial support, volunteer efforts and intellectual capital, a critical element that is too often overlooked by corporate citizenship programs. As a **result, GE's nonprofit partners, such as Girls Incorporated of Metropolitan Dallas (Girls Inc. Dallas) and Connect2Success,** have reduced administration overhead and improved their delivery of services. GE also uses its products to facilitate international development. For example, in 2009 the **GE Foundation's "Developing Health Globally (DHG)"** program aimed at building relationships with and improving the health of rural communities reached 4.8 million people in 13 countries.

ENVIRONMENTAL INITIATIVES

GE has identified global challenges related to sustainability including energy and climate, water, and resource depletion, and is developing programs to address these challenges in the areas of energy efficiency, water reuse and desalination projects, and product life cycle analysis. Although GE is not a signatory to Caring for Climate, it is visibly committed to addressing climate change and has invested \$100 billion alone in their eco-imagination line which uses clean energy, has higher energy efficiency, and uses less water than their traditional line of products. GE is currently working in partnership with many climate change organizations including the World Business Council on Sustainable Development, the World Energy Council, and the U.S. Climate Action Partnership to show the integration of economic and environmental ambitions. In sum, GE is a prime candidate for sponsorship of Go Beyond because of its truly global focus, its commitment and involvement in philanthropic efforts, and its demonstrated commitment to environmental initiatives that require collaboration amongst all stakeholders.

THEME: Science & Technology and Civic Engagement & Community Outreach

As a multinational technology and services conglomerate, **GE's major business interests relate to science & technology.** It is possible, however, **given GE's commitment areas that GE would be highly supportive of a more diverse range of community based projects related to climate change awareness that would align well with civic engagement/ community outreach.**





"[Hyundai is] at the forefront of the race to provide sustainable transport, and to ensure our vehicles are as friendly to the environment as they are to our drivers."

(*"Sustainability"* Hyundai, 2012)

OVERVIEW

Hyundai Motor Company (HMC) is a South Korean multinational automotive company that was founded in 1967 as part of the Hyundai conglomerate, which also includes Hyundai Heavy Industries. The company is a Global Compact signatory and has a consumer and manufacturing base in many strategic USA locations. With revenues of \$97.5 billion dollars in 2011, HMC makes a strong candidate for a Go Beyond sponsor and has a visible commitment to and recognition of **climate change as a global issue** (*"Global 500"* CNN Fortune & Money, 2012). The company has made sustainability a key area of focus and is committed to philanthropic efforts that promote community development, protect the environment, and implement programs to improve understanding and **respect in society**. The company's slogan of **"moving the world together"** is indicative of its interest in cooperation with a variety of stakeholders in all its operations.

CSR ENGAGEMENT

HMC categorizes its corporate social responsibility into three main areas: economic, social, and **environmental**. Among the program's initiatives is the **"Happy Move Global Youth Volunteers Program"**. This youth volunteer program is organized around four themes that allow 1,000 undergraduates each year the opportunity to improve conditions for local residents in disadvantaged areas across the globe (Hyun-jin, 2009). In addition, the Hyundai Motors' India Foundation (HMIF) has invested more than 20 million rupees (approximately \$440,000 dollars) in various corporate social responsibility programs in **India**. In 2011 it started the **"Go Green"** village adoption project in Tamil Nadu. Its aim was to promote environmentally friendly products, increase the forest cover in Tamil Nadu, and improve living and hygiene conditions in the region's villages. It is evident from these activities that HMC is committed to youth programs and environmental CSR projects.

ENVIRONMENTAL INITIATIVES

HMC announced its environmental management philosophy and global environmental management policies in 2003. Since then, HMC has expanded its environment management strategies to the **automobile industry's value chain**. HMC opened the Eco-Technology Research Institute in 2005 as the new home of its environmental research efforts (**"Environmental Philosophy & Policy"** Hyundai, 2012). To address climate change, the institute conducts research across many areas, including green vehicles, innovative electric technologies for use in green vehicles, technologies to lower exhaust emissions, clean production, and recycling technologies. HMC has also developed strategies to reduce greenhouse gas emissions within its operational process by increasing energy efficiency, optimizing natural resources, and strengthening its **partnership with stakeholders** (**"Our Commitment"** Hyundai, 2012).

THEME

Civic Engagement & Community Outreach

A potential theme that might be of interest to Hyundai Motor Company is civic engagement and community outreach given its demonstrated support of global community development.





"The Pirelli Group has made a considerable contribution...to the development of products, technologies and management instruments that promote sustainable industrial development, while always proactively interacting with the socio-cultural context in which it operated."

(*"Sustainability in Pirelli's History"* Pirelli, 2012)

OVERVIEW

The fifth largest global tire maker by sales, Pirelli is a leader in the technology sector. The company has 19 factories throughout the world, on four continents, and operates in more than 160 countries (*"Sustainability Report 2010"* Pirelli, 2010). In 2004 Pirelli became a signatory to the UN Global Compact and its revenue in 2011 exceeded \$7.4 billion dollars, which it achieved mostly through tire sales (*"Annual Financial Report"* Pirelli, 2012). Pirelli is primarily a strong candidate for potential sponsorship of *Go Beyond* because of its high level of CSR engagement towards thematically diverse initiatives, in globally diverse regions, that focus on youth and community development.

CSR ENGAGEMENT

Pirelli's commitment to both regionally and thematically diverse initiatives along with youth oriented initiatives makes Pirelli an excellent potential sponsor. Pirelli supports many programs worldwide to assist handicapped children such as the "Projecto Santa Cruz" in Brazil and the ZICEV foundation in Turkey. It also sponsors children's health programs in the United Kingdom, Tanzania, and Mexico. Pirelli has awarded educational scholarships to needy individuals in Italy, Romania, Turkey, Venezuela, and others. The group also sponsors baseball in Venezuela with the "Pirelli Baseball School" attended by over 300 children and teenagers, as well as basketball and volleyball in Brazil. Adding to the variety of Pirelli's engagements, the company is also actively supports art and



cultural initiatives both in Italy and abroad. For example, in Brazil Pirelli supports photography and film through exhibitions and donations to educational centers.

Additionally, in response to the 2010 earthquake in Haiti, Pirelli launched a program where employees could donate work hour wages, which it would match to support reconstruction efforts.

ENVIRONMENTAL INITIATIVES

Pirelli is committed to reducing its environmental impact and addressing climate change (*"Environment"* Pirelli, 2012). Pirelli's research and development is focused on developing technologies with low environmental impact and low carbon emissions. As part of their business management strategy, Pirelli conducts life cycle analysis of their products to determine their environmental impact, and is continuously working to improve efficiency, recycle waste, and minimize environmental harm. Pirelli is an active member of the "Tire Industry Project" launched in 2005 to identify the health and environmental impacts of the materials used to manufacture tires. As part of this group, Pirelli has collected global best practices to promote recycling and reuse of tires in emerging countries.

THEME: Sports and Arts

Given its unique commitment to community level athletic and artistic initiatives, potential themes for Pirelli include *sports* and *art*.



"As a company with a deep heritage and a passion for coffee, Starbucks has been focused on the long-term sustainability of coffee-growing communities. Through innovative programs with an emphasis on continuous improvement, we are taking action to address our concern about climate change and the impact it will have on the long-term supply of our coffee."

(*"Starbucks Shared Planet"* Starbucks, 2012)

OVERVIEW

Starbucks is a global coffee company based out of Seattle, Washington that operates 17,244 stores worldwide (*"Starbucks Corporation"* *New York Times*, 2012). Its stores are spread across the United States, Asia, Africa and Central and South America. While the company does not have coffeehouses in African countries with strong UNA representations, they do have extensive Corporate Social Responsibility (CSR) projects in this region. In 2011, the company's revenue was \$11.7 billion dollars (*"2011 Annual Report"* Starbucks, 2012). Starbucks is an active member of the UN global compact and Caring for Climate subset. Starbucks is a strong candidate for *Go Beyond* sponsorship because of its high-level of commitment to community based CSR projects, and its commitment to climate change mitigation and adaptation efforts.

CSR ENGAGEMENT

Starbucks has had a long and successful CSR history, with a number of prominent programs related to their mission and values. The company invests in youth groups through its *"Shared Planet Youth Action Grants"* program, which aims to help young people develop leadership skills and encourage innovation in order to address community problems. The program focuses on three main CSR areas including ethical sourcing, community engagement and environmental stewardship. Starbucks China Education program, for example, fosters education in China through a commitment of \$5 million dollars to support educational programs in the country through Give2Asia (*"Starbucks Foundation"* Starbucks, 2012). Starbucks is committed to purchasing responsibly grown coffee and has several Farmer Support Centers in Central America and East Africa, and plans to open its first Asia Farmer Support Center in the Yunnan province of China in 2012 (*"Starbucks Global Responsibility"* Starbucks, 2012).

ENVIRONMENTAL INITIATIVES

As a founding member of the Business for Innovative Climate and Energy Policy advocacy coalition, Starbucks supports progressive climate policies. Third party verifiers work with the company to manage waste, to ensure water quality, and to implement water and energy conservation methods **throughout the company's operations**. One of the ways Starbucks addresses climate change is by promoting tropical forests within coffee growing communities to absorb carbon. In addition, Starbucks is developing a pilot program that **facilitates farmers' access to carbon markets** and allows them to generate additional income while preventing deforestation. As part of this program, the company works closely with coffee-growing communities in a number of countries, such as Indonesia, and Mexico, which are regions with distinctly sensitive environments and differing coffee growing traditions. The aim is to use the outcomes from the pilot program for continual improvements and expansion. Finally, Starbucks has also collaborated with Earthwatch Institute, which has been replanting rainforests, mapping water sources and biodiversity indicators, and sharing sustainable practices with the farmers who grow their coffee.

In sum, Starbucks' robust CSR portfolio, international presence, and commitment to community development, farmer welfare, and climate change makes it a viable corporate partner for the Go Beyond fellowship.

THEME: Business Management & Entrepreneurship and Arts.

Given Starbucks' current interest in developing projects related to opening **farmers' access to carbon markets**, and considering its commitment to community empowerment, a potential theme related to Starbucks' program interests is *business management & entrepreneurship*. Another potential theme is *art*, since the company is committed to providing an inviting atmosphere and has been known for unique coffeehouse music.



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A close-up photograph of a hand holding a white rectangular card. The hand is positioned in the center, with fingers gripping the top edge of the card. The card is held horizontally and contains the text 'PERFORMANCE MANAGEMENT' in a bold, black, serif font. The background is a blurred image of a person wearing a light blue shirt and a striped tie, suggesting a professional or business setting.

**PERFORMANCE
MANAGEMENT**

PERFORMANCE MANAGEMENT

WFUNA's vision for *Go Beyond* is encompassed in their four broad goals for the fellowship program as highlighted in the tables below. These goals aim for integrated global action, progress towards corporate sustainability, and increased civil society education and awareness of climate change. As a part of our set of recommendations, we have also provided a performance management system by which to gauge the success of *Go Beyond* in meeting its intended goals. These metrics follow the broad goals of the program and create more specific sub-goals that can be measured through the listed indicators.

Goal 1: Bridge the North-South divide by creating an international incubator for sustainable development in key industry verticals.

Sub goal: Create long term corporate partnerships and create longevity for the *Go Beyond* program

Indicator A: Long term commitments by companies

Indicator B: Longevity of Go Beyond

Measurable Actions

Measurable Actions

1. Number of corporate sponsors

1. Number of fellows that have participated since launch

2. Average length of existing partnerships

2. Number of UNA countries involved since launch

3. Number of new corporate sponsors annually

3. Number of fellowship applications annually

4. Corporate financial contribution to *Go Beyond*

4. Number of global citizens that have participated in a *Go Beyond* project

Goal 2: Engage the corporate sector in sustainability through collaboration and support

Sub goal: Encourage visibility and development of the private sector's commitment to sustainability

Indicator A: External and internal promotion of the partnership by corporations:

- a) Inclusion of fellowship in company marketing materials;
- b) Corporate participation in *Go Beyond* training forums;
- c) Awareness of internal staff of company's sustainability oriented partnerships

Indicator B: Outside of WFUNA partnership:

- a) Other sustainability or climate change related partnerships with private and public sectors;
- b) Change in corporate practice to address sustainability in operations and impact

Measurable Actions

1. Number of times WFUNA and *Go Beyond* is mentioned on corporate website or other promotional activities since launch
2. Number of times has the corporation participated in a training forum since launch
3. Number of company employees that have attended fellow summit
4. Number of company departments represented in either training, fellow summit, or meetings with WFUNA

Measurable Actions

1. Number of other partnerships related to climate change and sustainability the corporation has embarked on
2. Number of public sustainability commitments
3. Company adoption of sustainability metrics such as carbon accounting, lifecycle and supply chain assessment, and/or environmental impact assessments.
4. Recognition of company by outside sustainability measurements, indices, or awards
5. Number of employees within company sustainability department (or creation of such department) and any change since launch of partnership

Goal 3. Educate civil society about global warming, climate change, and sustainable development

Sub goal: Raise awareness of climate change on the local level

Indicator: Community engagement by *Go Beyond* fellows and their projects and an increase in community awareness and understanding of climate change

Measurable Actions

1. Number of local community members involved in fellow projects annually and since launch
2. Number of community members involved in fellow projects that demonstrate an increased awareness and understanding of climate change via survey before and after project participation
3. Range of ages of community members participating in fellowship projects
4. Number of project participants that are aware of the other four fellow projects and the *Go Beyond* fellowship in general

Goal 4. Encourage action globally on solutions to climate change mitigation and adaptation

Sub goal: Engender long term replicable projects focused on climate change mitigation and adaptation

Indicator: Extension of fellow projects beyond their one fellow year and integration of projects and activity throughout the multiple networks

Measurable Actions

1. Increase or decrease in fellow applications
2. Number of instances where the fellow project has been replicated or continued by fellow after fellow-year
3. Number of instances where the fellow project has been replicated or continued by community members other than the fellow after the fellow-year
4. Number of instances where the fellow project has been replicated in another network
5. Length of time project continues after initial funding

CONCLUSION

WFUNA's *Go Beyond* fellowship program aims to create an expanding global network of communities, institutions, and corporate stakeholders to address climate change at a global scale. The recommendations outlined in this report include a list of ten potential corporate sponsors as well as five themes to frame fellowship projects. These recommendations are based upon the analysis of existing successful corporate-nonprofit partnerships and the measures taken to address sustainability and community engagement by a number of global corporations.

Ultimately, the final five recommended companies along with the list of alternate options are strong potential candidates for sponsorship of *Go Beyond* because they have demonstrated a commitment to community level philanthropic efforts, have abundant resources with which to contribute to CSR efforts, and have a vested interest in addressing climate change. The distinction between the final five and alternate five comes down to strategy—the final five represent a variety of industries, cover a broad geographic range, and appear to be especially primed for the type of program that *Go Beyond* hopes to initiate.

After finalizing the design of the *Go Beyond* fellowship, WFUNA will approach corporations based on the recommendations highlighted in this report, as well as those from other independent consulting bodies, and will solidify the final five corporate sponsors. Together, WFUNA, the corporate sponsors, and global UNAs will develop the first generation of the *Go Beyond* global network. Both ambitious and exciting, the *Go Beyond* fellowship represents a unique effort to address the global issue of climate change by engaging the creativity and imagination that exists across the world.

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APPENDICES



Appendix 1: EXPANDED CRITERIA LIST EXPLANATION

PRODUCT FELLOWSHIP ALIGNMENT

Does product alignment affect the choice of a company to sponsor a CSR activity?

5 = Great alignment

\$1BILLION REVENUE

What is the annual revenue a company?

5 = > \$1,000,000,000

4 = > \$50,000,000

3 = > \$1,000,000

IMAGE DRIVEN

Does the corporation produce mass-market goods and need to raise its public profile by participating in CSR activities?

GLOBAL COMPACT MEMBER

Is the company part of the United Nation Global Compact? Is the corporation a signatory of the C4C that is responsive or nonresponsive?

5 = Global Compact Member/Caring for Climate/Responsive

4 = Global Compact Member/Caring for Climate/Not Responsive

3 = Global Compact Member

1 = Not a Global Compact Member

CONSUMER DEMOGRAPHIC and UNA LOCATION

Where does the corporation's consumer demographic expand? Of the locations, are they UNA locations?

5 = > 5 continents

4 = 4 continents

3 = 3 continents

2 = 2 continents

1 = 1 continent

MANUFACTURING DEMOGRAPHIC and UNA LOCATION

Where does the corporation's manufacturing demographic expand? Of the locations, are they UNA locations?

5 = > 5 continents

4 = 4 continents

3 = 3 continents

2 = 2 continents

1 = 1 continent

Appendix 2: TOP FIVE COMPANIES' SCORECARDS

ALLIANZ SCORECARD	28/30
PRODUCT – FELLOWSHIP ALIGNMENT	5
1 BILLION + REVENUE	5
IMAGE DRIVEN	5
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	4
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	4

CISCO SCORECARD	27/30
PRODUCT – FELLOWSHIP ALIGNMENT	5
1 BILLION + REVENUE	5
IMAGE DRIVEN	4
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	4
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	4

FIAT SCORECARD	24/30
PRODUCT – FELLOWSHIP ALIGNMENT	5
1 BILLION + REVENUE	5
IMAGE DRIVEN	5
UN GLOBAL COMPACT MEMBER	3
CONSUMER DEMOGRAPHIC	3
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	3

NESTLÉ' SCORECARD	27/30
PRODUCT – FELLOWSHIP ALIGNMENT	3
1 BILLION + REVENUE	5
IMAGE DRIVEN	5
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	5
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	4

UNILEVER SCORECARD	29/30
PRODUCT – FELLOWSHIP ALIGNMENT	5
1 BILLION + REVENUE	5
IMAGE DRIVEN	5
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	5
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	4

Appendix 3: ALTERNATIVE FIVE COMPANIES' SCORECARDS

Please note, there is no scorecard presented for Hyundai as WFUNA specifically requested them as a featured company of profile

BMW SCORECARD	29/30
PRODUCT – FELLOWSHIP ALIGNMENT	5
1 BILLION + REVENUE	5
IMAGE DRIVEN	5
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	5
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	4

GE SCORECARD	27/30
PRODUCT – FELLOWSHIP ALIGNMENT	5
1 BILLION + REVENUE	5
IMAGE DRIVEN	4
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	5
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	3

PIRELLI SCORECARD	28/30
PRODUCT – FELLOWSHIP ALIGNMENT	5
1 BILLION + REVENUE	5
IMAGE DRIVEN	5
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	5
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	3

STARBUCKS SCORECARD	29/30
PRODUCT – FELLOWSHIP ALIGNMENT	4
1 BILLION + REVENUE	5
IMAGE DRIVEN	5
UN GLOBAL COMPACT MEMBER	5
CONSUMER DEMOGRAPHIC	5
MANUFACTURING DEMOGRAPHIC & UNA LOCATION	5

Appendix 4: UNA PROFILES

United Nations Associations (UNAs) are national non-governmental organizations that promote the causes and address the challenges addressed by the United Nations.

Tanzania

The United Nations Association of Tanzania (UNA-Tanzania) was established in the 1960s and has shown not only longevity but has a strong focus on environmental and sustainability issues, the millennium development goals, and climate change. UNA-Tanzania has also focused on community engagement with 240 clubs and over 20,000 student members. Moreover, they have a youth network of 5,000 members and are in the process of developing more branches to cover more area in Tanzania, which shows initiative in the network development stage. In short, **UNA-Tanzania's commitment to youth empowerment, addressing climate change, and community engagement make it a strong candidate for *Go Beyond* partnership.**

Uganda

The United Nations Association of Uganda (UNA-Uganda) is primarily focused on supporting the millennium development goals by mobilizing citizens as well as regional and international partners. UNA-Uganda has a rural poverty program to empower vulnerable women and children, using livestock to create a source of household income. The association also has a school service program to establish clubs within Ugandan secondary schools. These clubs focus on helping students comprehend and appreciate the complex interplay between international and national development issues. Additionally, UNA-Uganda promotes networking among higher institutions of learning by establishing chapters at Universities and Colleges. **UNA-Uganda's commitment to youth, community empowerment, and networking with a variety of partners at both the national and international scale make it a strong candidate for partnership with WFUNA's *Go Beyond* fellowship program.**

China

The United Nations Association of China (UNA-China) has a long history of collaboration with WFUNA and has recently demonstrated a strong commitment to promoting the principles and activities of the UN through youth oriented programs. Specifically, UNA-China recently initiated the Cia Academic Net for UN Studies (CANCUNS) on March 9, 2011 to encourage research about the UN in China and to promote national policies based on this research. In addition, UNA-China recently conducted a training course in July 2011 to encourage potential UN employees understanding of the UN. Considering both **UNA-China's recent efforts to promote the UN's principles and activities within China as well as China's major contribution to climate change, UNA-China is a desirable candidate for *Go Beyond* partnership.**

South Korea

The United Nations Association of South Korea (UNA-South Korea) was established in the 1940s. One of **UNA-South Korea's major initiatives is its annual Model UN Conference. Every summer, UNA-South Korea sponsors a Model UN Conference that engages 400 to 500 students by simulating UN activities to promote awareness and understanding of the UN's principles and activities. The award winners of this program get the opportunity to attend a UN conference.** South Korea is also an active sponsor and contributor to WFUNA and has strong youth networks including UNSA (UN Students Association) and UNYA (UN Youth Association) both of which consist of 24 university across the nation. These networks make UNA-South Korea a strong candidate for ***Go Beyond* partnership.**

United States

The United Nations Association of the United States of America (UNA-USA) was established in 1964, with over 115 chapters in the US and a heavy focus on education. The UNA has created the Global Classrooms Program where they have educated thousands of young students around the world about global issues and have been sponsored by companies such as Bank of America, The Annenberg Foundation, Deutsche Bank, Goldman Sachs Foundation, The New York Times Company Foundation, and the Oprah Winfrey Foundation. This support from outside companies shows that the UNA is able to create partnerships and garner support **for their programs. This year they are focusing on creating a robust youth network with a focus on "Building International Consensus on Climate Change" which would align with the *Go Beyond* fellowship program goals.** Considering the contribution of the United States to global climate change, and its historical resistance to international programs sponsored by the UN to address climate change, including UNA-USA as part of the *Go Beyond* network would encourage greater awareness and participation of important stakeholders

Appendix 5: CSR CONTACT INFORMATION

Allianz	<p>Global:</p> <p>Dr. Astrid Zwick—Allianz Group Sustainable Development Manage +49.89.3800-6400</p> <p>Mr. Nicolai Tewes—Spokesperson Corporate Affairs +49.89.3800-4511</p> <p>United States:</p> <p>Ms. Nancy Jones—Chief Marketing Officer, Allianz Life Insurance Company of North America</p>
Cisco	contact-csr@cisco.com
Fiat	<p>Ms. Antonella Valeriani—Fiat Communications Phone: + 39 - 011 - 00 - 63 588 Email: csr@fiatgroup.com; antonella.valeriani@fiatgroup.com</p>
Nestlé	<p>Ms. Hilary Parsons—Public Affairs Manager for Nestlé S.A. Listed on some websites as Head of Corporate Social Responsibility Delivered keynote address on effective corporate social responsibility at International Association of Business Communicators "Communicating Social Responsibility" Conference. Email: hilary.parsons@Nestlé.com</p> <p>Alternate: François-Xavier Perroud—Vice President, Corporate Communications Phone: +41 - 21 - 924 25 96 Email: francois-xavier.perroud@Nestlé.com Phone: +41 - 21 - 924 25 96</p> <p>(Press releases with this info dated 2001, may be old info)</p>
Unilever	Mr. Keith Weed—Chief Marketing and Communication Officer
BMW	<p>Kai Zöbelein—Communications Sustainability Telephone: + 49 89 382-2 11 70 Fax: + 49 89 382-1 08 81 E-mail: Kai.Zoebelein@bmwgroup.de</p> <p>Ms. Konstanze Carreras—Communications Corporate Social Responsibility Telephone: + 49 89 382-5 28 94 Fax: + 49 89 382-1 08 81 E-mail: Konstanze.Carreras@bmwgroup.de</p>
GE	<p>Mr. Gary Sheffer—Department of Communications & Public Affairs Address: General Electric Company, 3135 Easton Turnpike, Fairfield , CT 06828 Email: gary.sheffer@ge.com Company CSR website: http://www.csrglobe.com/login/companies/ge.html</p>
Hyundai	<p>CSR team South Korea—Environmental Address: 231 Yangjae-dong, Seocho-gu, Seoul, Korea (137-938) Phone: 82-2-3464-2164 Fax: 82-2-3464-8796 Email: woogi@hyundai.com</p>
Pirelli	<p>Eleonora Giada Pessina—Group Sustainability Manager, Diversity Group Manager Phone: +39 02 6442 92445 Fax: +39 02 6440 92445 E-mail: eleonora.pessina@pirelli.com</p>
Starbucks	Mr. Ben Packard—Vice President, Global Responsibility

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