



A Business-Environment Network in Ukraine: Rationale and Operational Guidelines



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Abbreviations

BEN	Business-Environment Network
CSR	Corporate-Social Responsibility
CP	Cleaner Production
EREP	European Resource Efficiency Platform
ISO 14001	Environmental Management Criteria of the International Organisation for Standardisation
NCPC	National Cleaner Production Centre
NISP	National Industrial Symbiosis Programme
R&D	Research and Development
RE	Resource Efficiency
RECP	Resource Efficient, Cleaner Production
RECPC	Resource Efficient, Cleaner Production Centre
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation

Executive summary

Collaborative dialogue among private enterprises has a well-established capacity for promoting and disseminating Resource Efficient and Cleaner Production (hereafter RECP) practices and technologies. This report presents an analysis of the opportunities and difficulties that a national network for business/industry dialogue and competence exchange may face in the Ukrainian country context. The report also compiles guidelines for the establishment and coordination of a national business/industry knowledge-sharing platform – or a “Business and Environment Network” (hereafter BEN). This is done through a literature review of business partnerships set up to promote environmental industrial practices, as well as a desk study into the main activities and transferrable lessons to be learned from a series of operational BENs around Europe and central Asia. The report outlines that the most important attributes of a successful BEN are:

- An inclusive vision that defines the role of business for sustainable and inclusive development;
- Organisation of networking and partnership events that encourage the continuous flow of information among industries, academia, policy-makers and civil society;
- Business advisory services that develop environmental strategies, supplement existing regulatory frameworks, encourage further voluntary commitments and promote innovation as well as adoption of new technologies;
- An on-line platform for dissemination of research publications, case studies, best practices and methodologies; and
- A pre-approval process that ensures for the socio-environmental commitment of companies ahead of their admission into the BEN.

The report concludes that a BEN can not only disseminate knowledge, promote industrial synergies and build acceptance for new practices/technologies, but it can also make private enterprises more receptive towards developments in relevant national and international policies.

In addition, the report underlines the importance of establishing synergies between a prospective Ukrainian BEN and the existing Centre for Resource Efficient Cleaner Production (RECPC) in Kiev – as both entities could exchange expertise, and supplement each other’s activities and reputation.

The report is one of the publications launched at the 2014 “Green Mind” International Forum for Sustainable Business Development in Kiev. The event brought together Ukrainian ministries, international experts and financial institutions with the aim of re-confirming national environmental commitments and discussing concrete avenues for moving towards a greener and more inclusive economy in Ukraine.

I. Context and Rationale

1. BUSINESS AND INDUSTRY AS LEADERS OF CHANGE

Ukraine has expressed a strong commitment to addressing environmental issues and preserving its natural resources. Nonetheless, the after-shocks of the recent economic crisis coupled with an unstable political climate and low attractiveness for foreign investment have meant that irrational resource usage, as well as out-dated, energy-intensive industrial processes are rife throughout the country. Ukraine's major industrial centres remain associated with severe air pollution and contamination of soil and water supplies, while their widespread energy inefficiency contributes to the country's high dependence on foreign energy imports. These phenomena undoubtedly call for broader changes in the country's regulatory climate and for the re-allocation of investment flows.

Given the private sector's ability to create employment and social benefits, to disseminate technical skills and innovation, to create value chains and attract foreign investment, as well as to promote international standards and principles – it is evident that Ukraine's businesses and industries can also play an important role in promoting the country's overall sustainable development agenda (UNDP 2010). Local-level action and reliance upon core competencies of domestic business has indeed been proven to be crucial for the attainment of the country's Millennium Development Goals (IBLF, UNDP and UNGC 2005).

This report takes the perspective that the potential of local businesses and industries in meeting Ukraine's environmental, social and economic objectives has yet to be fully exploited. Against this background, it will examine a concrete way to assimilate and disseminate industrial knowledge and best-practices – thereby helping to promote eco-efficient practices and technologies for the benefit of ecosystem integrity, public health as well as the profitability of private enterprises and the competitiveness of the wider Ukrainian economy.

2. THE BROAD POTENTIAL OF RECP

As pollution and waste sinks become ever scarcer and the socio-environmental externalities of products and services are increasingly shaping business interactions and consumer behaviour, it is imperative that enterprises make efforts to reduce their natural resource consumption and harmful effluents. It must be underlined that an enterprise does not need to have strong environmental ideologies to start implementing cost-saving practices that simultaneously reduce its environmental footprint. Today, efforts to increase environmental standards and resource efficiency are essential for finding business solutions and maintaining the competitiveness of virtually any enterprise (Lombardi & Laybourn 2013).

This report does not seek to provide an exhaustive overview of the concept and benefits of RECP. It is nonetheless worth mentioning that promoting RECP within the Ukrainian country context is particularly important for re-orienting the country's prevailing economic paradigm away from labour intensive processes and towards more innovative and inclusive solutions. This

is particularly relevant for Ukraine's more traditional, heavy manufacturing sectors and service industries, which commonly lack internal capacity for R&D and innovation.

In addition, while it is true that the most common RECP measures to be implemented are low/no-cost managerial and organisational improvements (Dalla Palma & Zein 2004), promotion of RECP can also drive more pro-active environmental initiatives and fundamental changes among business and industry as a whole. This can include the re-definition of company strategies, targets and performance indicators; the implementation of internationally recognised standards and codes of conduct; and/or the implementation of environmental management systems, health and safety regulations and product life cycle analyses (UNIDO & UNEP 2004a). An RECP approach is therefore particularly beneficial for Ukraine because of its strong potential to spill-over into wider systemic designs and production-consumption models – thereby benefitting society and economy as a whole (Eco-innovation observatory 2011).

Box 1. What is RECP?

The World Business Council for Sustainable Development (WBCSD) states that “a requirement for sustainable development is basic efficiency – getting as much added value as possible with as little input of energy and natural resources, while producing minimal waste and pollution” (Schmidheiny *et al.* 1997).

Resource efficiency (RE) is one of the most fundamental business concepts, which by reducing material and energy intensity generates benefits not only for the company but also for human life quality and ecosystem integrity. Aside from material extraction and manufacturing processes, resource efficiency can also be related to a service, organisational practice, marketing method or final product that offers both environmental (e.g. lower GHG emissions and/or reduced waste generation) and economic (e.g. added-value, market appeal and uptake and/or new job opportunities) benefits.

While resource efficiency can involve no/low-cost options and changes in every-day management, practices and/or employee behaviour, cleaner production (CP) is a preventative approach that seeks to minimise pollution and waste by implementing concrete changes to fundamental processes within an industry. CP typically involves considerable initial investments into new technologies that employ alternative fuel sources, increase the efficiency of input resource use and/or ensure for a more circular flow of materials within a production facility (i.e. by valuing and re-utilising waste streams). CP is an approach that holds tremendous potential for maximising overall production and profitability of an enterprise and for raising its competitiveness on the global marketplace. In addition, CP is a pro-active strategy that can lay down the groundwork for further environmental analyses, strategies and management frameworks (UNIDO & UNEP 2004a).

3. ANTICIPATORY ALIGNMENT WITH EU ENVIRONMENTAL INITIATIVES

Alongside opportunities to increase competitiveness, the ability to adhere to developments in national and international legislation is another pull factor for Ukrainian businesses and industries to adopt RECP. Under its broader commitment to elevate social, economic and democratic standards to the levels of the European Union, Ukraine is likely to experience adjustments to its laws, administrative procedures and institutions, as well as core reforms in trade, energy, transport, industry, environmental protection, education and social development. With the recent signing of the Ukraine-EU Association Agreement, the country is already looking to harmonise its environmental and labour standards with EU directives – a move that will be challenging for a

number of local business sectors faced with modernising their production facilities (Bilak & Belyakova 2014). Relevant European initiatives that are directly targeted at promoting industrial RECP include:

- (i) The European Resource Efficiency Platform (EREP) which strives for resource-efficient business models, production processes and product design (European Commission 2014a); and
- (ii) Horizon 2020 – the EU’s largest research and innovation programme which seeks to integrate trade with sustainable development and decouple environmental impacts from economic growth (De Santis 2011).

Interestingly, both initiatives stress the importance of demonstration and dissemination of sector-specific best practices, advanced manufacturing and processing techniques, as well as opportunities for business interactions and industrial convergence (European Commission 2104b). Under this light, it is crucial to create a mechanism that will:

- (i) Sensitize Ukrainian businesses to the fact that new, more stringent environmental regulation can stimulate innovation, lead to cost savings and open up trade opportunities that will compensate for initial compliance costs; and
- (ii) Promote the transfer of knowledge and appropriate technical measures that will enable Ukrainian industry to better comply with existing EU initiatives and adapt to changes therein.

4. LEVERAGING MULTI-FACETED BENEFITS THROUGH BUSINESS AND INDUSTRY NETWORKS

Networks and other communication/coordination mechanisms are one of the most promising tools for promoting environmental principles and solutions among the private enterprise. They are a tangible mechanism for engaging industries in new modes of thinking that revolve around sustainable development and natural resource management, and are thereby important enablers of broader industrial modernisation.

Although the private sector was among the first to recognize the potential of inter-company knowledge exchange, issues of information disclosure and competitive dynamics continue to present a significant barrier to mainstreaming business collaboration. It is thus envisaged that an RECP-themed network of business and industry representatives will help members to understand the rationale and to appreciate the wide array of solutions applicable within their specific company circumstances. Even if a BEN does not immediately lead to the exchange of technical information, it will help to engage relevant stakeholders and demonstrate areas of competence as well as knowledge gaps.

As the network gains momentum and internal trust, it will become a participative, neutral forum where members can exchange more concrete methodologies, experiences and case studies. As outlined by Della Palma and Zein (2004), promotion of environmental practices involves much more than the sharing of quantitative information and physical technology specifications. Environmental technology transfer cannot occur without taking into account human capital and

organisational elements. A BEN will therefore help to assimilate information, build human capital for initiating change and set all involved stakeholders on a continuous learning path.

All in all, networks provide an opportunity to better define and establish the role of business in society. They help to encourage systemic eco-innovation and can ensure that the private sector adheres to socio-environmental principles – which is particularly vital in the Ukrainian country context. It is therefore envisaged that a self-governing BEN of key manufacturing and service industries will provide an opportunity to demonstrate leadership on issues that are rapidly becoming corporate imperatives in Ukraine. Moreover, it will provide a channel through which private enterprises can appreciate the national and international environmental agenda and will thereby help to align their practices accordingly.

5. REGIONAL VS. NATIONAL NETWORKS

When examining industrial partnerships that have promoted technical RECP initiatives (such as consolidation of waste flows, optimisation of logistical operations, and measures for resource and energy efficiency) – much of the available materials are concerned with cross-industrial synergies operating within a relatively small, local radius. Geographic proximity is indeed said to be a key characteristic of the resource reuse and recycling practice known as “industrial symbiosis” (Jensen *et al.* 2011), which today is one of the most widely discussed practical manifestations of a circular economy (Laybourn 2014).

While this report recognizes the importance of such partnerships, the envisioned Ukrainian BEN will have a much broader, cross-sectoral scope. The BEN’s primary aim is to promote the business-case for RECP and encourage incremental, systemic innovation. It will certainly help to exchange concrete technical measures applicable to specific industrial sites, but it is hoped that eco-industrial parks and industrial symbioses will be an outcome, rather than a forerunner to the Ukrainian BEN. In this respect, while this report will draw on the transferrable lessons from smaller-scale industrial symbioses, its ultimate aim is to guide the establishment of a *nation-wide* knowledge exchange platform among key industrial and service sectors.

6. A SWOT ANALYSIS OF A BEN IN UKRAINE

By drawing on the above-mentioned rationale as well as on a wide array of additional literature¹, the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis presented below summarizes the potential benefits and pitfalls of a BEN in the Ukrainian country context. It is important to distinguish between the internal strengths and weaknesses of the BEN and the external factors (opportunities and threats) that influence its ultimate objective of transferring, adapting and adopting RECP among key Ukrainian industries. The considerations outlined in this analysis should be routinely consulted when establishing and coordinating such a network.

¹ UNIDO and UNEP Evaluation Group 2008; GTZ and Wuppertal Institute 2006; UNDP 2005; GTZ 2005; UNIDO & UNEP 2004b; Clark 2000; Hunt 2000; OECD 1999, 1997; UNDP and Global Compact n.a.

Strengths	Weaknesses
<ul style="list-style-type: none"> - A BEN can build stakeholder trust, commitment and capacity for establishing a strategy for harmonised, industry-wide action. - A national BEN can bring together complementary actors and skills from different regions. Operating on a sectoral-level means that sector-wide issues can be identified and recommendations will be relevant and taken up by a broad range of enterprises with common supply networks, challenges, interests etc. - A BEN can drive the flow of experiences, information and technology between private firms. It will therefore be instrumental in disseminating new practices and technologies and in encouraging further product, service and process innovation. - A BEN can lead to the establishment of both short-term (informal) and long-term synergies among private enterprises. These may for example involve the pooling of technical resources and logistical flows, or the establishment of industrial waste and material exchanges – all of which lead to greater efficiency and economies of scale. - A BEN can pave the road to broader multi-stakeholder dialogue and enable industry/business to voice concerns and ideas in a public forum. - A BEN will increase corporate focus on relevant domestic environmental, economic and technology policies – thereby increasing connections with local governments and laying the groundwork for the private sector to have a voice in policy-making processes. 	<ul style="list-style-type: none"> - Despite the BEN being a non-profit, competition-free platform, it is difficult to bring leading enterprises to disclose core technical knowledge (i.e. real numbers) among other, possibly competing businesses. The BEN therefore runs a risk of only exchanging information on a conceptual, ideological level and not that which leads to concrete implementation and measurable results. - Companies may therefore need to pay a price for becoming members of the BEN and/or for accessing certain technical know-how. This will be a barrier for the admission of small businesses – particularly during a time of economic downturn. - Many companies in Ukraine simply do not have the capital to invest into modernising their facilities. Unless the BEN has strong links with financing institutions who can provide funds for RECP projects and technologies, it may be difficult to observe any on-the-ground changes arising from the dialogue. - While smaller enterprises may be interested in low-cost options, transnational companies could be looking to adopt much more sophisticated technologies. This means that there may be a disconnect between the solutions offered by companies dominating the discussions and the companies that are only in the initial stages of implementing RECP practices/technologies.

Opportunities	Threats
<ul style="list-style-type: none"> - The shared knowledge and ideas within a BEN can spill over into other economic activities and induce further innovation. - By gathering high-profile industry representatives, the BEN can also begin to promote wider environmental strategies and tools (e.g. environmental management systems, corporate social responsibility, health and safety regulations, product re-design, life cycle analyses, product-service systems, etc.). - BEN-initiated interest in RECP technologies and the eventual enhancement of local capacities and modernisation of infrastructure will create new market opportunities, business growth, and attract new investment into Ukraine. - By capitalising on its reputation and network, a BEN can significantly reduce the transfer cost and lead to greater uptake of technologies from abroad. - Compliance with EU standards will require an in-depth understanding of how local industry can adapt and anticipate change. A BEN will be essential for sharing experiences and developing common anticipatory strategies. - Even if a BEN does not immediately encourage change, sectoral discussions will offer a valuable overview of common industrial challenges in the country. 	<ul style="list-style-type: none"> - Competing priorities within an enterprise may mean that environmental issues are not at the forefront of its agenda. Participation in a BEN may therefore vary across companies and in time. - Without supportive fiscal and public policies, it may be difficult to ensure for any significant changes in industries' uptake of new technologies as promoted by a BEN. - Complex local socio-cultural issues affect the appropriateness and uptake of any new ideology, practice and/or technology. Compiling and understanding this information may be beyond the realms of the BEN's expertise. - Low local technological capabilities may mean that initial impact of a BEN may be slow and dependent on large companies. - Large companies may be the only ones who have the motivation and resources to identify and act upon environmental issues as well as implement internationally-recognised environmental standards. If, for any reason, they are not part of the network, the BEN risks having solely inexperienced members who have little to share. - RECP and other environmental practices/technologies promoted by a BEN run the risk of only being taken up if it is demonstrably profitable for businesses to apply them. Comprehensive and accurate information on the cost-effectiveness of new technologies is however hard to obtain and it is equally difficult to accurately predict its pay-off under specific company circumstances. - Member companies may use their participation in the BEN as a means of "greenwashing" their activities to improve reputation, keep highly-skilled employees and improve relations with the authorities – this will not only undermine their willingness to exchange experiences but will also have a negative impact on the overall reputation of the BEN.

II. What makes a successful BEN?

1. BRIEF LITERATURE REVIEW

While there is a considerable amount of materials covering the management aspects and success stories of small-scale local networks and industrial parks, literature on cross-sectoral networks is far less abundant. Two case studies are presented below.

Bratasida (2000) provides an overview of one of the earliest applicable examples – a voluntary CP programme set up by the Indonesian government back in the 1990's which provided “coordinated industry support towards the implementation of sustainable development” and which proved to have much greater uptake than conventional pollution control and waste management schemes of the time. Given its success, the scheme was instrumental in implementing and advocating economic incentives not only for CP, but also for eco-labelling and ISO 14001 certification among local industry. The acceptance of the CP programme by industry stakeholders was a result of:

- Guidelines and counselling groups aimed at specific industry sectors (textiles, leather, pulp and paper, mining etc.);
- Dissemination of sectoral CP demonstration projects – for which the most export-oriented and natural resource-intensive industries were selected;
- Development of a CP database for dissemination at national and international levels; and
- Development of a CP award.

More recently, the UK government has funded the National Industrial Symbiosis Programme (NISP) that engages industries, government bodies and research organisations in what the European Commission has identified as the most effective resource efficiency platform in the world. NISP owes its success in stimulating economic growth, creating new jobs and simultaneously helping businesses transition to a low carbon economy, to three key success factors (Lombardi & Laybourn n.a.):

- A diverse network of organizations (companies, innovators, academics, government etc.) which drives innovation and connects businesses who are committed to improving their performance with the correct problem solvers;
- Involvement of expert practitioners with industrial experience, and the ability to bring together data and stakeholders in order to stimulate new partnerships, identify synergies between separate supply chains and generally increase the breadth of thinking within the network; and
- A sophisticated database that maps resource data from thousands of companies and creates matches/synergies between available resources (capacity, equipment, logistics etc.) while also identifying geographic regions that are candidates for industrial symbioses.

More generally, an overview of smaller-scale responsible business and industry networks (Clark 2000; Hunt 200; GTZ 2005; Massard *et al.* 2014; Boons 2014) emphasize the importance of the following common aspects:

- A clearly defined vision of what the network aims to achieve, along with an ability to frame all activities under this common vision;
- Carefully formulated motivations that use relevant industrial/business terminology and that are tailored to well-researched needs and demands of the sector in question;
- Demonstration of “added value” of participation (e.g. cost-benefit analysis, return on investment forecasting and/or compliance with environmental regulations and other environmental market-based mechanisms);
- Emphasis on short-term savings and low-cost options is an essential first step to raising network reputation and credibility;
- The competitive working environment often makes enterprises hesitant to exchange experiences and knowledge on their own accord. This means that lasting, strategic inter-firm collaboration requires an independent project management body that can coordinate exchanges, build trust and ensure for equal participation. This body is often an academic or a public institution;
- The provision of on-going support (i.e. before and during the time when industries have started to implement changes);
- A network’s cooperation with science and technology institutions enables to access the latest expertise and anticipate technological developments. Keeping new, innovative technology on the radar is important for the engagement of more advanced transnational enterprises; and
- Engaging a diversity of enterprises/sectors in multilateral exchanges increases the likelihood of identifying waste and material flow synergies.

2. DESK STUDY OF NATIONAL BENS

For the purpose of further informing the establishment and functioning of a prospective BEN for the promotion of RECP in Ukraine, it is also important to gain an appreciation of the activities of other BENs operating across Europe and central Asia. To this means, several case studies were selected from the World Business Council for Sustainable Development (WBCSD) network – an international coalition of companies committed to aligning their practices with the principles of the 1992 Rio Summit. In addition, an EU-wide network was studied to appreciate how activities can be scaled up for impact on an international scale.

A BENs’ compliance with one or several of the criteria listed below was deemed crucial for the possibility to extract tangible recommendations for a similar, prospective BEN in Ukraine:

- i) Country context and development priorities that are similar to those of Ukraine;
- ii) Geographic proximity to Ukraine;
- iii) Target sectors that are similar to those identified by the Ukrainian Resource Efficient Cleaner Production Centre (RECPC) as being key for the overall Ukrainian economy – namely metallurgy, chemicals and agricultural production/processing; and

- iv) Being a large, well-established network that can be seen as a forerunner for other BENs across Europe.

Information available on the individual websites of each selected BEN was assembled, cross-referenced with the native language version (which often proved to be more complete than the information provided in English) and synthesized into a common template featured in the Annex of this report. The template documents the mission, main activities, member enterprises, management structure and (if information was available) the annual budget of these networks.

In addition to this research, the case studies were shared with representatives of each BEN to incorporate their inputs, updates and edits. This was particularly important for acquiring information on the organisational structure and budget – as this information was rarely available during the initial research stages. Unfortunately, only four of the selected networks (namely: Ukraine, Poland, Germany and Switzerland) had responded and were able to review the templates and make adjustments to their content.

The quality and quantity of the available information played a large role in determining the lessons that could be drawn from the case studies. For example, information on how the networks were initiated was not available on-line, nor was it disclosed upon directly querying BEN representatives.

It is important to underline that this report does not intend to compare or point out any shortcomings among these networks. BENs rarely put emphasis on performance indicators making quantitative comparison practically impossible. The case studies outlined herein are used purely for demonstrative purposes in order to paint a broader picture of their collective attributes and functions.

The table below [Table 1] summarises how the case studies were selected as well as the contact details that the case studies were subsequently shared with for approval. The interested reader is strongly encouraged to use these contact details to find out more about the structure and activities of each network.

Operational area	English name	Web site	Contact details	Relevance criteria			
				Country context similarity	Geographical proximity	Target sector similarity	Forerunner
Ukraine	Centre for CSR Development	csr-ukraine.org	Maryna Saprykina - Executive Director: ms@csr-ukraine.org;				
Hungary	Business Council for Sustainable Development	bcsdh.hu/home	Ida Petrik – Managing Director: ida.petrik@bcsdh.hu				
Poland	Responsible Business Forum	responsiblebusines.pl	Mirella Panek-Owsiańska - President of the Board: mirella@fob.org.pl				
Czech Republic	Business Council for Sustainable Development	cbscd.cz	Ivo Gajdoš - Executive Director: ivo.gajdos@seznam.cz				
Germany	Econsense	econsense.de	Vedrana Lemor – Head of Office: v.lemor@econsense.de				
France	Enterprise for Environment	epe-asso.org	Claire Tutenuit - Managing Director: contact@epe-asso.org				
Norway	Confederation of Norwegian Enterprise	nho.no/en	Per Anker-Nilssen - Senior Adviser: per.anker-nilssen@nho.no				
Switzerland	Business Council for Sustainable Development	oebu.ch	Thomas Wälchli - Deputy Director: waelchli@oebu.ch				
Kazakhstan	Business Council for Sustainable Development	kap.kz	Gulsara Yedilbaeva - Executive Director: g_edilbaeva@kz.enrc.com				
European Union	European Partners for the Environment	epe.be	info@epe.be				

Table 1 | Selection criteria of the European and central Asian BEN case studies.

3. THE ATTRIBUTES OF A “TYPICAL” BEN

The available and provided information was used to construct the summary table below [Table 2]. It outlines a set of key activities and themes that were mentioned in the descriptions of each BEN.

While there is no clear correlation between the age of the BEN and the number of members that operate within it, it is evident that the Swiss and Norwegian networks that have been operational for over 25 years have grown into large, well-recognised entities that include enterprises from virtually all sectors of the local economies. Other BENs around Europe and central Asia have engaged between 20-40 companies from an average of six sectors. These commonly include raw material extracting and manufacturing industries, although service-providing enterprises (insurances, consultancies, banks etc.) also feature prominently.

This is an important lesson for the prospective Ukrainian BEN which initially was intended to focus on merely three priority sectors (metallurgy, chemicals and agro-processing) in accordance with the focus of the RECPC in Kiev. The prospective BEN in Ukraine may therefore need to engage a broader range of enterprises, particularly from service-providing sectors. This will maximise information exchange and leverage its full potential in identifying opportunities for business collaboration.

Furthermore, the “top five” core activities of the studied BENs are presented below. While it is vital to adapt a BEN’s activities to the specific needs of local target businesses and the political context that they operate within, this report strongly advocates that these activities are considered as core functions of a BEN in virtually any country context:

- Organisation of networking and partnership building events (conferences, workshops, meetings, site visits etc.);
- Some form of direct consultancy or advisory services to member enterprises. These include training and demonstrative information events, as well as staff workshops and working group meetings for the development of strategies, management tools, sustainability reporting and measures for compliance with relevant policies;
- Several networks have established connections with academia. This enables them to not only draw upon their research but also means that the BENs are actively working to develop educational materials in order to make a difference on the next generation of entrepreneurs and businesses;
- The networks frequently put emphasis on their liaison with government and public administration. This helps to verify recommendations and ensure that they are fully relevant to the national policy environment. This also means that the BENs can collate their members’ interests and voice these during policy-making processes;
- Most networks host an on-line information-sharing platform for disseminating environmental expertise and best practices among members and other interested enterprises. These include internal research, member news and success stories, as well as international publications, presentations, conference outcomes and training materials.

Operational area	Year established	No. members	Activities and themes mentioned ²													
			Approx. no. of sectors covered	Partnership building events	Business consultancy and training	Liaison with academia	On-line information platform	Liaison with government	Primary research	Promoting CSR	Supporting national/international initiatives	SME's and entrepreneurship development	Newsletter	Contests and awards	Liaison with NGOs and civil society	On-line evaluation tools
Ukraine	2008	38	7													
Hungary	2005	54	5													
Poland	2000	41	7													
Czech Rep.	1995	17	4													
Germany	2000	32	6													
France	1992	43	8													
Norway	1989	22'000	all													
Switzerland	1989	400	all													
Kazakhstan	2003	19	6													
EU	1994	31	5													

Table 2 | Major activities and thematic areas of the selected BENs.

² From left to right, the activities are ranked from most to least frequently mentioned among all ten case studies.

4. FURTHER ANALYSIS

4.1 Non-binding initiatives

Upon investigating the functioning and internal structure of some major business environment networks, it became evident that their overall aim is not to build a common code of conduct among all participating enterprises, but to encourage new initiatives and partnerships among companies who already have taken steps towards environmentally- and socially-responsible practices. None of the reviewed networks are legally binding, nor do they police or enforce the behaviour or actions of participant companies.

Some networks have an internal statute guiding the overall direction of their work. When it comes to BEN members, these statutes are largely intended to ensure active participation and do not lay down prescriptive operational guidelines. The voluntary nature of these networks is further underlined by the fact that members' actions and initiatives are documented and appraised on an individual basis, and while each network works towards a very broad vision they place less emphasis on collective progress and performance indicators. The networks seek to promote new initiatives and practices, but they are not regulatory schemes. Instead, their activities are designed to complement *existing* regulatory frameworks, voluntary commitments and efforts to comply with international standards.

4.2 An inclusive vision for the future

The case studies have also shown that it is important for a network to design a vision that incorporates the three pillars of sustainable development and underlines the role of responsible business in driving an economically prosperous and equitable future. Most networks place an emphasis on how socio-environmental awareness will not only make the entire private sector more competitive and profitable, but also that these measures will play an invaluable role in meeting the broader interests of society and economy.

As mentioned earlier in this report [see Section 1.2], an inherent advantage of RECP concepts is their ability to spill over into much wider strategies and initiatives, meaning that it is a well-suited ideology for a BEN in Ukraine and beyond.

4.3 Facilitating the circular flow of information

The studied networks share the common missions of:

- Disseminating knowledge and inspiration for becoming socially- and environmentally-responsible;
- Facilitating business/industry dialogue, cooperation and exchange of ideas; and
- Informing members on relevant domestic and international legislation as well as anticipated changes therein.

In this way, it is important that a BEN acts as an intermediary entity within several information channels. It has the mission of absorbing industrial leaders' competences; communicating them outward to smaller enterprises; finding synergies among these enterprises; projecting how the assimilated competences/practices will perform in a broader socio-political context; absorbing the latest academic and technical knowledge; and finally looping back to the industry to encourage further innovation [Figure 1]. A successful BEN must be capable of facilitating the flow of information at every stage of this process.

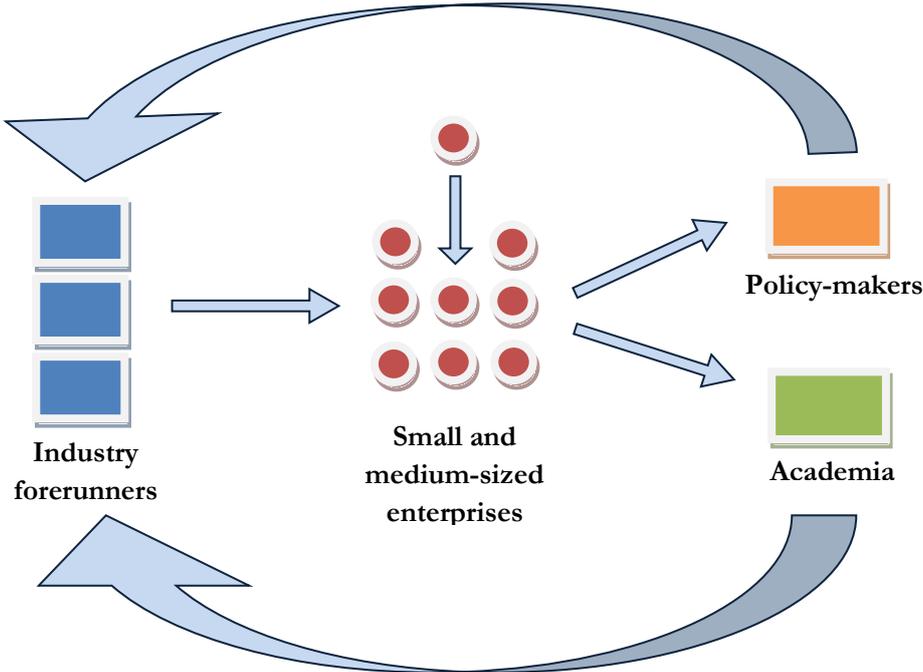


Figure 1 | The flow of information (blue arrows) between different stakeholders as facilitated by a BEN.

4.4 The role of member enterprises

BEN members are comprised of small local companies as well as larger transnational corporations. This mix is essential as it is the larger companies who are most likely to have the necessary expertise which can then trickle down to smaller enterprises. As outlined by Sage (2000) a combination of different sizes and industries is not problematic for a network. In fact, this can have a positive influence on the network because it encourages learning and innovation as opposed to simple replication of practices. In addition, companies have often proven more willing to accept organisational changes and good housekeeping options from a company in a different industry than from one in the same sector (i.e. a potential competitor) (Sage 2000). As mentioned in Section 2.1, no/low-cost, good housekeeping practices are essential for initiating interest in a BEN.

It is important to underline that several BENs stressed that members must have made demonstrable commitments to sustainability ahead of joining their network. It is however not clear whether there is a standardised auditing process that occurs ahead of an enterprise being accepted into a BEN. Interestingly, the French “Entreprises pour l’Environnement” network requires its members to adhere to the Charter of Businesses for Sustainable Development³. In addition, the Polish “Responsible Business Forum” promotes the EU-wide Diversity Charter – a formal declaration where companies commit to reducing discrimination and promoting diversity and social equality in the workplace. What sort of evidence companies must supply with regards to compliance with these principles remains to be elucidated. What is clear is that a BEN will require some form of pre-approval process for the enterprises that it chooses to engage.

In addition, members often have to pay a fee to join the network – especially as this forms the core of the network’s budget. Fees may also apply for accessing highly technical publications and tools, as well as for being able to participate in certain events and activities. It is therefore important to consider how membership can be marketed to companies and what returns they will see on the price that they paid to participate. Several networks do mention the prestigious appeal, recognition and networking opportunities as driving forces to recruit member companies. Compliance with broader national and global initiatives forms another justification for joining the network. Other BENs offer awards for practices and publications, thereby again helping to increase interest and create value for becoming a member. Perhaps the greatest incentive for joining is the fact that BENs are independently governed by representatives of member enterprises. The power to decide on the direction and initiatives of a leading national sustainable business network is undoubtedly driving companies to participate in these networks.

5. ESTABLISHING A BEN

While the report is able to offer a series of suggestions for the general activities of a BEN in Ukraine, its ability to provide concrete guidelines for the initial process of establishing a new BEN is very limited as a result of this information’s absence in literature and among the selected case studies. The interested reader is nonetheless referred to UNDP’s step-by-step guide for launching high-impact Global Compact Networks⁴ as well as GTZ (2005) and UNEP (2002) – all of which have transferrable lessons for virtually any responsible business knowledge exchange platform. Some general steps (taken from UNDP’s Global Compact guide) that would be useful in the initial stages of establishing a BEN are outlined below:

1. **Background study:** Ahead of setting up a BEN, it is important to carry out a stock-taking study that will analyse the RECP landscape in the country: i.e. to what extent the RECP practices and technologies are developed, who are the main business and non-business actors, what sorts of partnerships have already been undertaken, what government incentives and barriers exist, as well as what international RECP initiatives the BEN can be aligned with.

³ See <http://www.iccwbo.org/Advocacy-Codes-and-Rules/Areas-of-work/Environment-and-Energy/Business-Charter-for-Sustainable-Development/>

⁴ Available at: <http://europeandcis.undp.org/guides/poverty/spd/index.htm>

2. **Exploratory meetings with companies:** These will enable to anticipate how RECP can potentially benefit different types of companies as well. These ideas could be further supplemented by in-company surveys. Most importantly, the meetings will identify local champions to actively participate in the BEN and who will draw on their personal networks to attract further members.
3. **Secure a mechanism that ensures autonomy and an ability to evolve:** This includes the development of a vision, membership criteria and a communication strategy.
4. **Consider sources of funding:** Fees are not recommended when establishing the network and building critical mass as they may create a barrier for entry. Possibilities for fund-raising from companies, business associations and international organisations need to be analysed and the appropriate outreach made.

6. SYNERGIES BETWEEN THE UKRAINIAN BEN AND THE RECPC

The Ukrainian RECPC was established in 2013 under UNIDO's commitment to promote and adopt resource efficient and cleaner production and thereby enhance the resource productivity, competitiveness and environmental performance of national priority sectors – chemicals, agro-processing, metallurgical and metal processing. The fundamental tasks of the RECPC include:

- Information and awareness creation surrounding RECP in the country;
- In-plant assessments and demonstration projects to demonstrate the benefits of RECP;
- Identification of sources of funding for RECP investments;
- National and local government advice on the RECP policy tools and economic instruments suitable in country context; and
- Dissemination of technical information nationally and internationally.

It is evident that a BEN's activities are very much in line with, and will be able to further promote the centre's current aims and activities. For example, the RECPC's existing expertise and networks make it well positioned to liaison with industry stakeholders and understand how to make the BEN most appealing and effective in the Ukrainian country context. The RECPC also has considerable national recognition and international support – which will be beneficial for building the legitimacy and identifying sources of funding for the BEN.

The exchange of competences between the two entities can certainly go both ways. If, like many other NCPCs, the Ukrainian RECPC is seeking to expand and diversify its services, it certainly stands to also benefit from a BEN in the country. A comprehensive review of National Cleaner Production Centres (hereafter NCPCs) around the globe has revealed that a common shortcoming among the centres' activities is a lacking strategy for information dissemination and awareness creation, which subsequently makes them unable to effectively engage target groups and increase the uptake of their work (UNIDO and UNEP Evaluation Group 2008). Although an in-depth evaluation of the Ukrainian centre's activities and effectiveness is to the author's best knowledge not available, it is not unlikely that the Ukrainian RECPC is also seeking to “provide a platform for learning, best practice sharing and advanced professional development for and

among CP practitioners” (Van Berkel 2010). In this respect, the BEN could even be a direct extension of the RECPC’s activities.

Further yet, Figure 2 outlines the three stages that an NCPC goes through as it diversifies its activities from an awareness-raising to a strategic and impactful entity – a transition which the establishment and management of a BEN in Ukraine is envisioned to greatly contribute to. Liaison with a future BEN will undoubtedly help the Ukrainian RECPC to transition to level three wherein it can provide networking services, initiate strategic partnerships and identify synergies between industries and businesses.

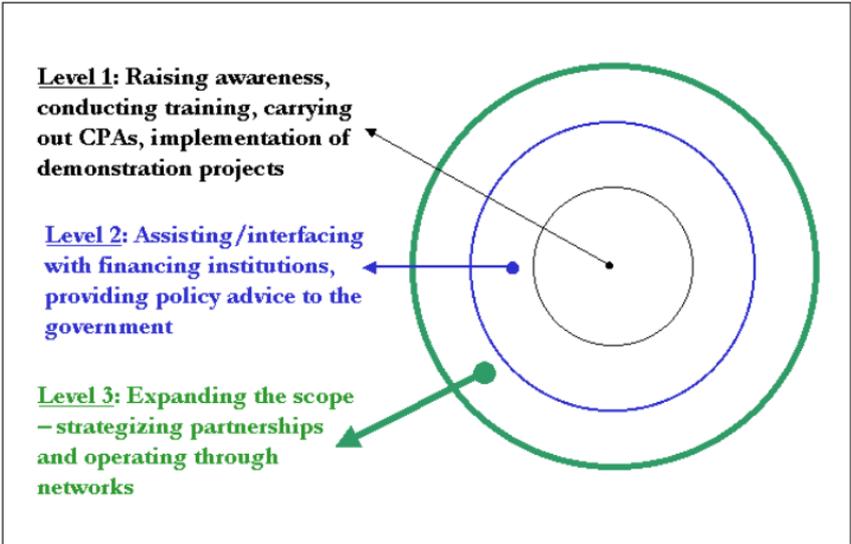


Figure 2 | The evolution of an NCPC’s roles and activities (Source: UNIDO & UNEP 2004a).

Finally, it is worth mentioning that NCPCs are also typically weak when it comes to the transfer of technologies (Van Berkel 2010) meaning that BEN will provide an invaluable opportunity for the RECPC to implement pilot studies and validate technologies among relevant industry stakeholders.

The RECPC may also be seeking to become more pro-active in the policy sphere. Liaison with a BEN will enable it to gain insights into the interplay between local industry and specific environmental and technology policies that are affecting them in Ukraine.

Figure 3 provides a summary of the synergies and anticipated information/competence exchanges between a BEN and the RECPC in Ukraine.

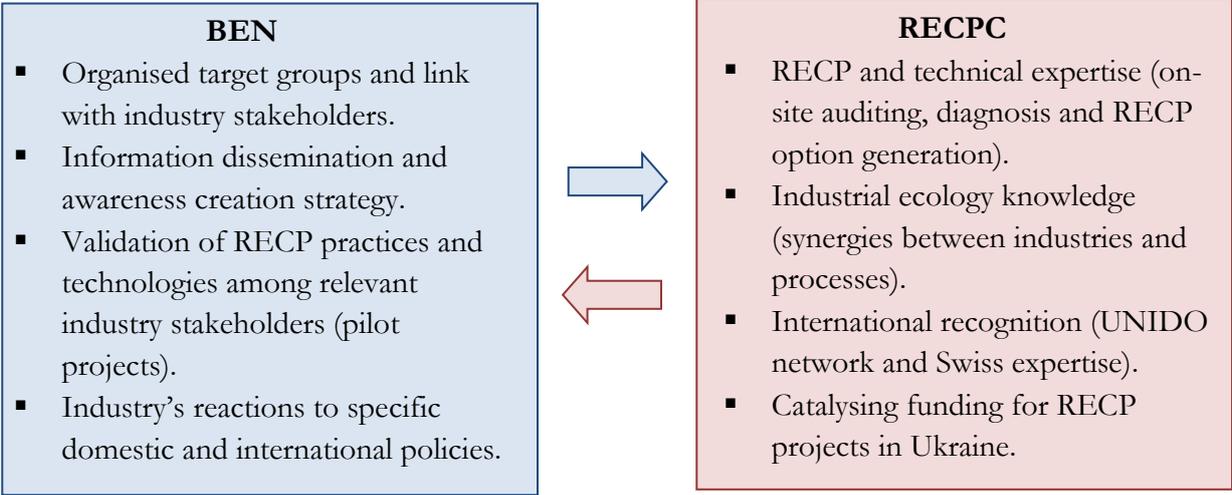


Figure 3 | Synergies and competence exchange between a Ukrainian BEN and RECPC.

Box 2. Examples of NCPC-led business partnerships

Although most NCPCs have yet to evolve from being international cooperation projects into nationally recognized organizations with managerial, administrative and financial independence, a number of them have already started to move towards a knowledge management platform that engages businesses directly. These include:

- The Guatemalan NCPC which compiles success stories and markets them directly to enterprises. It also collaborates with Centrase, the Guatemalan institution promoting corporate social responsibility, which has assisted in developing new business opportunities (UNIDO NAa).
- China’s NCPC that has links with sectoral associations and is working towards building relationships with local stakeholders to provide in-plant relevant policy advice (UNIDO NAb).
- The South African NCPC which is expanding its basic services to cater to the needs of local industry. New services include sectoral CP assessments as well as training materials and events (UNIDO NAc).
- The Slovakian NCPC that provides professional consultancy and trainings to different sector clients – from micro companies to local branches of multinationals (UNIDO NAd).

These initiatives are very much specific to each NCPC, outlining that the process of engaging industry is dependent on a series of local internal (those controllable by the NCPC such as strategy, reporting requirements and selected projects) and external factors (state of economy, environmental priorities and availability of past knowledge), rather than a standardised networking procedure. Moreover, these initiatives are still some way off from a platform that enables industry to interact and exchange experiences directly in a competition-free environment.

7. CONCLUDING REMARKS

Industry in Ukraine remains characterised by out-dated technologies, resource-intensive practices and generally poor uptake of innovative measures for reducing its socio-environmental externalities. The pressure to reverse these trends is growing as the country is looking to comply with environmental standards and legislation of the European Union. RECP provides a tangible avenue for increasing both the profitability and the sustainability of Ukraine's business and industry, while also contributing to innovation spill-over and the country's broader development goals. By reducing industrial environmental footprint, driving enterprises to deliver value-added and environmentally-benign goods and services, and creating new job opportunities – RECP has is a tangible avenue for business and industry to promote their immediate interests as well as their broader societal obligations.

This report provided an overview of the available literature and compiled a set of generic lessons that can be learned from business partnerships that were established with the aim of promoting environmentally- and socially-responsible practices. It also performed a more in-depth desk study and laid out a set of international case studies that offered insights into the thematic niche, the key activities and the management structure of a successful BEN. In doing so, it was able to draw out commonalities and important lessons to be routinely considered if a similar network were to be established in Ukraine with the aim of promoting RECP practices and technology.

The most indispensable activities and attributes of an effective BEN include networking events, business consultancy, liaison with academia and governments as well as an on-line information exchange platform. In addition, the report provided recommendations for vision and mission development, outlined the need for member selection criteria and outlined the importance of demonstrating the value of membership to prospective enterprises.

Finally, the report outlined a series of synergies that the BEN could have with the existing Centre for RECP in Kiev. It is therefore envisaged that both the Ukrainian and the international business community (including other National Cleaner Production Centres) will benefit from the rationale and recommendations developed herein.

III. Annex – BEN Case Studies

Name	Centre for CSR Development Ukraine	
Website and contact	www.csr-ukraine.org Maryna Saprykina - Executive Director: ms@csr-ukraine.org ;	
Operational since	2008	
Number of members	38	
Vision	Establish CSR as a driver of system change that will encourage businesses in Ukraine to introduce societal and ecological considerations into their strategies and operations.	
Main research areas	Corporate social responsibility, ISO certification, knowledge sharing, strategy development, trust building, increased competitiveness, monitoring and evaluation.	
Mission	<ol style="list-style-type: none"> 1. Implement systematic changes to enable for CSR development in Ukraine. 2. Contribute to the development and dissemination of a national CSR strategy, under the auspices of a global UN agreement to develop CSR via political dialogue, education, and national/regional initiatives. 3. Take stock and acquire lessons from the strategic planning of some of the most successful companies in the country and thereby develop a national model for cooperation between business and society (aim of the “Business 2020: The role of business in society” initiative). 4. Provide a platform for cooperation between businesses and universities so as to improve the quality of higher education in Ukraine (aim of the “Business and universities” forum and laboratory). 5. Take stock and absorb relevant lessons from national CSR strategies of other countries. 	
Key activities	<ul style="list-style-type: none"> ▪ Promotion of national CSR agenda and of transparency among state-owned companies. ▪ Consultations with private businesses on CSR strategy development, standard setting, implementation, monitoring, transparency, evaluation and communication. ▪ Professionalization of CSR via trainings, consultations, development of CSR-related guides, recommendations, CSR breakfasts and the CSR Academy programme for corporate training and capacity building. ▪ Entrepreneurship projects for SME development. ▪ Promotion of business-to-NGO partnerships via round-tables, research projects and a yearly “CSR Marketplace” fair to showcase social and environmental projects and case studies. ▪ Contests and awards for best CSR case studies and reports. ▪ Compilation of a regular CSR-themed newsletter documenting regional news and member initiatives. ▪ Liaison with universities and students to promote quality education (B2U Lab, National "Business and Universities" Forum). ▪ Sharing of external publications on best practices, anti-corruption and other relevant knowledge for promoting CSR. 	
Members/ partners	<ul style="list-style-type: none"> ▪ The network consists of some 38 members, roughly half of which are transnational companies and the rest are local Ukrainian companies. ▪ Members are from a variety of manufacturing, food, energy and transport sectors, but also include media, banks and consultancies. 	
Management structure	<ul style="list-style-type: none"> ▪ The administrative board consists of an Executive Director, a financial manager, an educational manager, a PR specialist and a researcher. ▪ Other experts are hired on a contractual basis. 	

Name	Business Council for Sustainable Development (BCSD) Hungary	 <p>Magyarországi Üzleti Tanács a Fenntartható Fejlődésért Business Council for Sustainable Development in Hungary</p>
Website and contact	www.bcsdh.hu Ida Petrik – Managing Director: ida.petrik@bcsdh.hu	
Operational since	2005	
Number of members	52 corporate and 2 individual members	
Vision	Promote sustainable development among its members and other actors of the Hungarian economy, thereby generating new and innovative thinking which eventually should contribute to economic competitiveness, quality of life and to the preservation of the environmental and natural resources.	
Main research areas	Circular economy, corporate social responsibility, strategy development, ethical management and operations, stakeholder engagement and transparency.	
Mission	<ol style="list-style-type: none"> 1. Raise CSR awareness among business actors, future managers, economists and engineers in Hungary. 2. Create an authentic forum for dialogue and cooperation among businesses as well as civil and governmental organizations on issues relating to Hungary’s sustainable development. 3. Provide a platform for exchange of environmental or social initiatives, best practices and experiences related to sustainable business. 4. Draw on the experience, events, projects, strategies and networking circles of the World Business Council for Sustainable Development for the benefit of member enterprises. 5. Promote changes in policy as well as legal and economic frameworks that support companies, products, services and technologies which contribute to sustainable production and consumption. 	
Key activities	<ul style="list-style-type: none"> ▪ Drafting guidelines to raise business leaders’ awareness as well as ability to anticipate emerging trends and incorporate sustainable development into their decision making. This involves cooperation with business executives and sustainable development experts. ▪ Organisation of regular working group meetings and business lunches for committed CEOs and managers. Speakers include business leaders and experts from the governmental and academic sector. ▪ Organisation of site visits to disseminate information on work culture, practices, technology and infrastructure. All members can attend free of charge. ▪ Sharing and regularly updating latest member initiatives, case studies, workshops and events as well as publications. This offers members access to proven, workable solutions. ▪ Sharing details of external events on topics related to corporate sustainability in Hungary as well as Central and Eastern Europe. This offers high-level networking opportunities to member enterprises. ▪ Representation of member interests at national policy forums and conferences. ▪ Organisation of the “Future Leaders Talent Program” aimed to help potential business leaders incorporate sustainability elements into their future decision making processes. The program involves a diverse group of practicing business leaders mentoring participants and sharing their experiences with sustainable strategy development and operations. ▪ Supporting and promoting the WBCSD Vision for 2050 that examines the role business in ensuring progress towards a common future. 	
Members/ partners	<ul style="list-style-type: none"> ▪ Members consist largely of transnational companies involved in the energy, petrochemical, food, electronics and retail sectors. ▪ Service-based companies such as consultancies and insurance companies are however also included. 	
Management structure	<ul style="list-style-type: none"> ▪ The network is managed by an Executive Board (consisting of CEO’s and communication officers of member businesses), a Supervisory Board (individual members and legal advisor) and Managing Staff. 	

Name	Responsible Business Forum - BCSD Poland Global Network partner (Forum Odpowiedzialnego Biznesu)	
Website and contact	www.responsiblebusiness.pl and http://odpowiedzialnybiznes.pl/english/ Mirella Panek-Owsiańska - President of the Board: mirella@fob.org.pl	
Operational since	2000	
Number of members	41	
Vision	The Forum is the oldest and the biggest Polish non-profit organization providing in-depth focus on the concept of Corporate Social Responsibility. It is a think-and-do-tank promoting responsible business that considers its impact on society and environment and sets the direction for sustainable development in Poland.	
Main research areas	CSR, responsible business, sustainability, knowledge sharing, stakeholder engagement, and sustainability reporting.	
Mission	<p>The Forum's mission is to make the concept of responsible business a widespread standard in Poland and thereby increase companies' competitiveness, meet societal needs and improve the state of the natural environment. To achieve these goals, the network focuses its activity on:</p> <ol style="list-style-type: none"> 1. Helping businesses develop their social responsibility; 2. Building businesses coalitions that focus on solving social problems, 3. Creating a forum where managers, the state administration and nongovernmental organizations can exchange information on CSR; and 4. Promoting corporate social responsibility solutions that are adequate to the needs and capabilities of companies in Poland. 	
Key activities	<ul style="list-style-type: none"> ▪ Hosting a comprehensive online platform for both Polish and international CSR materials and member news. ▪ Own primary research on the perception of CSR, company implementation of CSR and on inter-sectoral cooperation. ▪ Contribution to research, analysis and testing of reports issued by other institutions. ▪ Coordinating the Partnership Programme for responsible enterprises who, through their commitment and actions, can take a lead role in the responsible business community movement. ▪ Promotion of the EU-wide Diversity Charter – a declaration to be signed by companies which undertake measures to prohibit discrimination and promote diversity and social equality in the workplace. ▪ Co-organising the “Sustainability Reports Contest” and the “Pen of Responsibility” award given to publications so as to encourage journalists to direct their writing towards CSR and tackle innovative topics. ▪ Supporting the “Responsible Companies Ranking” which measures progress in CSR implementation among some of the largest companies in Poland. ▪ Organising the “CSR Marketplace” which promotes best practices in large companies, small start-ups, social economy entities and NGOs. ▪ Cooperation with CSR Europe to participate in the EU CSR debate and thereby track international trends, standards and developments. ▪ Cooperate with academic institutions. The "Responsible Business League" - a yearly educational program aiming to inspire and train young people on the subject of CSR. ▪ Cooperate with NGOs to lend knowledge and experience in relevant external projects. ▪ Cooperating with public administration on the implementation of nation-wide strategies for raising innovation, employment and social capital. 	
Members/partners	<ul style="list-style-type: none"> ▪ Strategic Partners include companies that can boast local and international CSR achievements and want to share their experiences to support the continued growth of this concept in Poland. These include international organizations in the 	

	<p>chemicals, tobacco, pharmaceuticals, electronics, food, consumer goods and retail sectors. Large consultancies and banks are also represented.</p> <ul style="list-style-type: none"> ▪ Supporting Partners are companies and institutions that share their knowledge and tools to support the professional and efficient management of the association. These include think tanks, expert groups and consultancies.
Management structure	<ul style="list-style-type: none"> ▪ The highest authority of the Forum as an association is the General Meeting of Members which elects the Board that represents the organisation in external relations and determines direction of its activities during a 3-year term. Candidates for the Board are chosen from among the experienced member organisations. ▪ The substantive, organisational, financial and property management activities of the Forum are supervised by an Audit Committee. ▪ The forum is guided by an internal document (the Statute) – which determines the basic principles on which the organisation operates. In order to fulfil its statutory objectives
Budget	<ul style="list-style-type: none"> ▪ In 2012, 83.5% of the funding came from companies (eg. PwC, Microsoft, BAT) and 16.5% from EU funds. ▪ The acquired funds are mainly used to cover costs related to the implementation of statutory tasks. In turn, the proportion of administrative costs in amounted to 19% in 2012. ▪ In recent years, the net profit of the network was equal to the gross profit and amounted to PLN 1 039 839.52 in 2011, and PLN 1 134 406.80 in 2012. As far as the sum of assets/liabilities is concerned, it increased from the amount of PLN 1 106 545.63 in 2011 to PLN 1 224 122.30 in 2012.

Name	Czech BCSD	
Website and contact	www.cbcsd.webnode.cz Ivo Gajdoš - Executive Director: ivo.gajdos@seznam.cz	
Operational since	1995	
Number of members	17	
Vision	Businesses that meet modern obligations and requirements of society while maintaining a high level of competitiveness that is essential for economic prosperity. It encourages a shift away from narrow corporate attitudes and adaption of business models to the needs of long-term development, as well as national economic, social and environmental priorities.	
Main research areas	CSR, environmental management systems, environmental assessment, benchmarking, waste management and recycling, best practices, WBCSD strategies and initiatives, sustainable housing, renewable energy, water management, forestry and agriculture, mobility and clean production.	
Mission	<ol style="list-style-type: none"> 1. Provide leadership and act as a catalyst for change toward sustainable development among Czech and international business by promoting the link between CSR and company financial performance. 2. Contribute to the development of policies and create a framework that enables enterprises to work towards sustainable development. 3. Create awareness, advocacy and concrete steps to implement the global WBCSD strategy and projects. 4. Link key international players and facilitate the exchange of experiences among countries (and sectors) that have similar socio-economic circumstances, cultural characteristics and challenges. 5. Increase the legitimacy of business in the eyes of governments and international organizations. 6. Provide local support for small and medium-sized enterprises (SMEs) and for the implementation of pilot projects. 7. Increase scientific and economic knowledge by engaging recognized academic, research and other organizations in expanding the knowledge base in the topic of sustainable business. 	
Key activities	<ul style="list-style-type: none"> ▪ Provide access and advertise international business ideas, best practices and practical information (methodologies, case studies, strategies and experiences) in the field of CSR. ▪ Implementation of industrial waste inventories that help members to identify market opportunities, cross-company synergies and potential for efficiency improvements. ▪ Dissemination of various publications, presentations, conference outcomes, training materials, news and initiatives of the WBCSD and the CBCSD on a closed member platform. ▪ Cooperation with academic institutions to inform students about various levels of corporate involvement in sustainable development and CSR. ▪ Supporting research, development and demonstration projects for clean procedures and technology. ▪ Provide research and support for the government strategy “Czech Vision 2050” aimed at establishing a competitive and innovative economy. ▪ Support the WBCSD Action 2020 programme (that aims to reduce GHG, reverse ecosystem degradation, improve water, provide food and fuel supply as well as human rights and decent work for all). 	
Members/ partners	<ul style="list-style-type: none"> ▪ The CBCSD consists of 17 members, of whom nine are founding members, five are associate members and 3 are active supporters. Members include large consultancies, auditors, energy providers and local management associations. ▪ Membership can be seen as an opportunity for members to distinguish themselves from competitors. 	
Management	<ul style="list-style-type: none"> ▪ The CBCSD consists of a General Assembly made up of member company 	

structure	<p>representatives and a preparatory committee.</p> <ul style="list-style-type: none"> ▪ The General Assembly oversees the Executive Committee comprised of programme and financial managers.
Budget	<ul style="list-style-type: none"> ▪ The CBCSDs is a non-profit organization funded largely by annual membership fees, agreed on by its members. ▪ It can obtain additional funding from fees for services provided to member or non-member organizations, donations, contributions to special programs and from financial resources of implemented projects. These latter resources make up roughly half on the CBCSD's annual budget.

Name	Econsense Germany	 Forum for Sustainable Development of German Business
Website and contact	www.econsense.de Vedrana Lemor – Head of Office: v.lemor@econsense.de	
Operational since	2000	
Number of members	32	
Vision	Establish an economy whose innovation and investment strength is a driver for sustainable development of society.	
Main research areas	Entrepreneurial sustainability, climate change, biodiversity (indicators for business), human rights, demographic change, environmental and social impact assessment, sustainability reporting and rating, responsible supply chain management, transformation and change management.	
Mission	<ol style="list-style-type: none"> 1. Provide a platform for engaging in dialogue with politics, science, media and society for the further development of company-related sustainability topics. 2. Facilitate mutual exchange of member industry competences so as to identify best practices and achieve shared goals. 3. Highlight possibilities and limits of corporate responsibility and promote concrete actions in the business community. 4. Help to shape the political and social discourse surrounding business and sustainability. This involves sensitising politics for framework conditions that promote innovation and competitiveness. 	
Key activities	<ul style="list-style-type: none"> ▪ Exploring current developments in CSR and Sustainability Strategies and establishing contact with the relevant stakeholders. ▪ Discussing and exchanging information on practical management tools for the retention and development of biological diversity and ecosystem services. ▪ Discussing the practical issues pertaining to the topic of business and human rights and drafting concrete management approaches. ▪ Supporting members with practical approaches and solutions as well as specific implementation measures to combat climate change. ▪ Researching the challenges of demographic change for the economy to devise possible joint solutions. ▪ Allow members to exchange information on the measurability (ratings, rankings and reporting) of sustainability. ▪ Supporting members in practically implementing recognised sustainability standards throughout their value chains. ▪ Host a dedicated webpage for all news and reports of each member enterprise. It also offers links to a variety of government bodies, international organisations, consultancies, networks, research institutes and any other bodies relevant to the promotion of CSR and sustainability in Germany and across the EU. ▪ Publish 6 newsletters per year documenting internal events, publications and member initiatives as well international sustainability news, events and education programmes. ▪ Organise regular events, “sustainability get-togethers” and workshops on specialist issues. External events of relevance are also advertised. ▪ Regular in-company informal group meetings are held to discuss sustainability and CSR strategies. ▪ Nominate a journalism prize for outstanding research and materials in the CSR field. 	
Members/partners	<ul style="list-style-type: none"> ▪ Econsense currently has 32 members stemming from highly diversified branches. These include manufacturing, chemicals, electronics, food and beverage, as well as banks and consultancies. 	
Management structure	<ul style="list-style-type: none"> ▪ A steering committee consisting of representatives from all member companies serves as the stimulus and central interface for the member companies. ▪ Econsense’s discussion events, publications and exchanges among member companies all help to establish which particular topics are to be developed further by this forum. 	
Budget	<ul style="list-style-type: none"> ▪ The network is financed entirely through membership fees. 	

Name	Entreprises pour l'Environnement (EpE) France	
Website and contact	www.epe-asso.org Claire Tutenuit - Managing Director: contact@epe-asso.org	
Operational since	1992	
Number of members	43	
Vision	Establish an association of international companies from various sectors of the economy who collaborate in incorporating the environment into their strategies, actions and management structure. EpE's ambitions lie in becoming an internationally recognised think tank that is able to improve member enterprise environmental awareness, practices and innovation thereby encouraging business and industry to view the environment as a source of progress and opportunity.	
Main research areas	Climate change adaptation, GHG emissions (protocols), biodiversity, energy, public health, water management, environmental economics and accounting.	
Mission	<ol style="list-style-type: none"> 1. Anticipate and detect early signals of forthcoming changes in European policies, innovation and market regulations. 2. Provide a platform for exchange and promotion of environmental expertise and best practices (methodologies and tools) in business and industry. EpE aims to create a competition-free, win-win environment wherein members can build upon each other's experiences and thereby raise their global level of efficiency. 3. Disseminate the work of the World Business Council for Sustainable Development (WBCSD) and thereby ensure that it's activities are visible on an international scale. 	
Key activities	<ul style="list-style-type: none"> ▪ Facilitate dialogue among various stakeholders including research institutes, academics, think tanks, expert networks, environmental associations and actors within business and industry. This includes both internal efforts as well as participation in conferences and debates. ▪ Manage several sub-groups whose tasks include primary research, measurement and risk analysis; compilation and dissemination of publications; outreach and engagement of national and international stakeholders; and/or promotion of a certain technology, methodology or standard. ▪ Engage in regular exchanges (eg. monthly CEO dialogue sessions) with member companies to ensure that EpE work group efforts and subject areas remain adjusted and relevant to the needs of local and international enterprises. ▪ Production of a newsletter every three months. 	
Members/ partners	<ul style="list-style-type: none"> ▪ The group consists of France-based companies, many of whom have a strong international presence. These come from the transport, energy, construction, automotive, petrochemical, metallurgy, banking and insurance sectors. ▪ Most members have demonstrated environmental commitments in their product or service design – EpE's success is hinged upon the diversity of member's approaches and their willingness to work together to promote individual initiatives among the group. ▪ All members adhere to the Charter of Businesses for Sustainable Development promoted by the International Chamber of Commerce. 	
Management structure	<ul style="list-style-type: none"> ▪ EpE operates via (permanent and temporary) working groups that are focussed on current and emerging environmental and business-related topics. Each group is spearheaded by an individual member of the EpE and consists of several distinct sub-groups engaged in different areas of analysis. ▪ EpE is managed by a President, six Vice Presidents, a Treasurer and a Secretary – all of whom are representatives of member enterprises. ▪ The management team also has an independent Managing Director. 	

Name	The Confederation of Norwegian Enterprise (NHO)	
Website	www.nho.no Per Anker-Nilssen - Senior Adviser: per.anker-nilssen@nho.no	
Operational since	1989	
Number of members	Over 22,000	
Vision	Competitive and profitable business and industry which are a driving force in the economic development, improvement of living standards and sustainable development in Norway.	
Main research areas	CSR, value creation, legislation for business environment, wage standards, collective bargaining, competence development, standard setting.	
Mission	<ol style="list-style-type: none"> 1. Raise awareness among member companies about the opportunities, challenges and expectations that business and industry are facing; 2. Promote policy frameworks enabling a business case for sustainability, and thereby encourage companies to develop and implement new concepts and solutions while stimulating overall enterprise growth; 3. Inform and engage Norwegian authorities, NGOs, academics and the general public on the activities and achievements of business and industry and their social importance. 4. Develop a system for competence documentation. 5. Strengthen the integration of immigrants into employment. 	
Key activities	<ul style="list-style-type: none"> ▪ Research and disseminate knowledge and information on the challenges faced by Norwegian enterprises, both nationally, within the EU and globally. ▪ Provide member services such as legal assistance, advice on European legislation, trade policy, health and safety and human resource strategies. ▪ Offer corporate training courses as well as company guidance documents, tools and regular seminars/workshops. ▪ Representing member companies in sectoral collective bargaining with trade unions. ▪ Involvement in local government and parliamentary elections in order to bring business and industry-related issues to the political agenda. ▪ Offering networking opportunities and social media exposal for companies and employers' organisations (eg. through the annual NHO Conference). ▪ Organisation of the Young Enterprise Scheme and Business at School projects – which encourages young people to set up their own businesses. ▪ Provide access to news and research on trends within public policy issues. This is done through a website and regularly released journal that discusses political directions on which important framework conditions for business and industry are based. ▪ Active involvement in promoting a responsible business and entrepreneurship in developing countries through sister organizations in Africa and Asia. 	
Members/partners	<ul style="list-style-type: none"> ▪ NHO is an organisation for small and large enterprises throughout Norway regardless of which sector they belong to - the only condition being that these companies are in agreement with NHO's ideology. ▪ NHO's members are predominantly companies doing business in internationally exposed markets. These include companies owned by municipalities or by the State. In particular, companies that have previously been protected by special ownerships or sheltered by rules and regulations are becoming increasingly more exposed to markets and competition – thereby finding their natural place in the NHO. 	
Management structure	<ul style="list-style-type: none"> ▪ The NHO confederation is made up of 21 sectoral federations and 15 regional offices whose task is to convey NHO's national initiative, perform local opinion-forming work and influence local and regional authorities. ▪ NHO aims to be organised in such a way that its capacity and competence are concentrated on the strategic tasks that it carries out, thereby reducing the overall costs related to membership. ▪ NHO carries out regular assessments on whether it safeguards the interests of its member companies in a cost-effective and rational manner. ▪ All operations are guided by a detailed internal "Basic Agreement". 	

Name	Öbu - Netzwerk für nachhaltiges Wirtschaften. Swiss Business Council for Sustainable Development	
Website and contact	www.oebu.ch Thomas Wälchli - Deputy Director: waelchli@oebu.ch	
Operational since	1989	
Number of members	About 400	
Vision	A Swiss economy that functions according to the three pillars of Sustainable Development. This involves ecologically- and socially-responsible actions as well as innovative products and services that ensure for the long-term competitiveness of the economy.	
Main research areas	CSR and strategy development, integrated management systems, supply chains, emissions and energy, transport and mobility, environmental impact assessment, sustainability reporting.	
Mission	<ol style="list-style-type: none"> 1. To act as a central contact for all questions pertaining to corporate sustainability in Switzerland. 2. Transmit ecological expertise and information on sustainable technologies and instruments. 3. Provide a platform for businesses to exchange experiences among themselves as well as with public administration, policy-makers, professional associations, interest groups and the wider public. 4. Encouraging changes in the Swiss policy environment to create a framework that enables companies to address new challenges posed by resource depletion and social tensions, while maintaining a focus on innovation and competitiveness. 	
Key activities	<ul style="list-style-type: none"> ▪ Development of position papers and participation in stakeholder consultations surrounding the revision and modernisation of environmental legislation and strategy in Switzerland. ▪ Compilation of (and also contribution to) a range of studies, reports, news and member initiatives relating to the subject of business and sustainability. ▪ Organisation of a yearly forum that brings together international experts to showcase their strategies for developing a sustainable future economy. External events and trainings are also advertised through the Öbu website. ▪ Promotion and management of the “proofit” tool – an online information platform that provides free sustainability auto-evaluation as well as a range of resources and practical examples to SMEs and NGOs. ▪ Promotion and management of the “mobitool” tool – an online platform that helps to document, analyse and optimise the efficiency and environmental impact of transport activities/routes associated to with an enterprise. ▪ Provision of further auto-evaluation tools for compliance with environmental legislation, LCA and social responsibility. ▪ Support the “efficiency in SMEs” programme that provides information, sustainability advice as well as standardised monitoring systems to enterprises seeking to improve their energy- and resource efficiency. 	
Members/ partners	<ul style="list-style-type: none"> ▪ The Öbu network consists of about 400 enterprises from all sectors of the Swiss economy and whose size varies from small societies to large international organisations. ▪ Roughly half of the new members join the network after hearing about Öbu from existing members, through business magazines or at an event. ▪ The network also actively identifies leading, committed companies in the realm of sustainability and contacts them directly. 	

Management structure	<ul style="list-style-type: none"> ▪ Öbu consist of a central office and a separate office in the French-speaking part of Switzerland. It is managed by: ▪ A Member Assembly that meets at least once a year to discuss all matters related to contributions, memberships and financial accounts. ▪ An Executive Committee which ensures that the association is properly managed and periodically verified by an independent accounting body. The Committee reports annually on the activities of the Öbu through reports and accounts. The Committee meets about four times a year and currently consists of 9 members – mostly representatives of member companies and 1 representative from science. ▪ A central office (of 7-8 people) which manages the daily business including projects, events, communication and administration. ▪ An approved Statute that governs all internal workings.
Budget	<ul style="list-style-type: none"> ▪ Öbu's financial resources consist of annual membership fees (at least 650 CHF for businesses and 100 CHF for private individuals), donations and contributions, revenue generated through events as well as association funds. ▪ The 2012 income statement states that yearly profits made up some 771,000 CHF of which the majority (470'000 CHF) came from the member fees, the on-line tools and the SME programme (227,000 CHF). ▪ Key expenditures include personnel salaries, events, on-line tools' management costs and office rental costs.

Name	Kazakhstan Business Council for Sustainable Development (KBCSD) - The Kazakhstani Association of Natural Resource Consumers for Sustainable Development.	
Website and contact	www.kap.kz Gulsara Yedilbaeva - Executive Director: g_edilbaeva@kz.enrc.com	
Operational since	2003	
Number of members	19 (of which 6 observers)	
Vision	Introduction of innovative technologies and compliance with international standards that safeguard the economic, social and environmental interests of Kazakhstan. Industry is to be an active player in the progress towards sustainable development in the country by implementing environmentally-effective projects, technical innovations and principles of corporate social responsibility.	
Main research areas	Low carbon development, Kyoto Protocol mechanisms, waste management, environmental legislation, GHG emissions (trading), international standards, environmental assessment, environmental accounting, CSR.	
Mission	<ol style="list-style-type: none"> Promote cooperation and constructive dialogue between authorities, NGOs and natural resource-exploiting entities. Demonstrate the role and ability of industry in solving environmental issues. Take part in shaping the legal environment that will enable businesses to make the greatest advances towards sustainable development in Kazakhstan. Demonstrate achievements, best practices and exchange experiences with environmental practices, standards, as well as CSR strategy development. 	
Key activities	<ul style="list-style-type: none"> Regular monitoring of member enterprise interests and creation of an information platform on member's environmental programmes, solutions and sustainability reports. Contribution to the "Ecology and Industry in Kazakhstan" magazine produced in conjunction with the Ministry of Environmental Protection. Provide regular, published overviews of the changes in local legislation. This enables the KBCSD to play an active role in Kazakhstan's policy making process and allows its members to push forward a common strategy and participate in the preparation of proposals for normative laws and national strategies that concern their interests. Organisation of forums, conferences and other events to address topics such as policy development and compliance, best practices in industry, as well as risk assessment and monitoring. Organisation of regular seminars and training to further improve specialists' knowledge of environmental practices and accounting methods, as well as global trends and latest technologies. These are targeted directly at member companies and draw from experiences of the work of government bodies, juridical bodies, as well as academic and research institutions. Participation in external national and international seminars, conferences and fairs – latest topics included CSR promotion in Kazakhstan and ecosystem protection from oil spills in the Caspian Sea region. 	
Members/ partners	<ul style="list-style-type: none"> The association's members comprise 21 of the country's largest industrial enterprises working in the metallurgy, energy, chemicals, cement, engineering, and oil extraction sectors. The association also has six observer members largely from the mining sector. 	
Management structure	<ul style="list-style-type: none"> The KBCSD is governed by a comprehensive statute, a Directors Committee and a General Meeting of Members. 	
Budget	<ul style="list-style-type: none"> Funding comes from member fees and contributions (these may be non-financial eg. staff, event locations and/or IT support) as well as voluntary donations. It is hard to plan financial flows as member contributions are irregular. 	

Name	European Partners for the Environment (EPE)	
Website and contact	www.epe.be info@epe.be	
Operational since	1994	
Number of members	31	
Vision	Re-industrialization of Europe into a circular economy (including a shift from fossil fuels to renewables, utilisation of wastes and a revamp of economic performance measurement tools) which in turn will generate innovation, jobs, and diversity needed to maintain a resilient and productive system.	
Main research areas	Resource efficiency, resilience, equity and just transition, value chain management, systemic change, closed-loop production, green economy, good-life-for-all value chain partnerships.	
Mission	<ol style="list-style-type: none"> 1. Design, collect and disseminate intelligence on a "new generation of partnerships" for sustainable development. In this respect EPE has the dual role of knowledge transfer manager (or so-called forum facilitator) and interdisciplinary broker for innovation. 2. Improve cross-sectoral collaboration to align business, capital, markets and society more closely with the sustainability agenda. 3. Provide a voluntary open-coordination platform for front runners willing to share their expertise and disseminate knowledge on organisational best practices, efficiency and innovation. 4. Implement policy and governance initiatives that reinforce the role of intermediaries, change agents, facilitators and brokers between disciplines, sectors, regions and countries in linking fragmented value chains. 	
Key activities	<ul style="list-style-type: none"> ▪ Organisation of trade fairs, conferences and professional events. Strong focus on five sectors of process industries - chemical industry, metallurgy, electric power generation, building and transport. ▪ Setting up of alliances (knowledge partnerships, standard-setting partnerships and service partnerships) by examining complementary core competences as well as trust barriers. ▪ Organisation of multi-stakeholder "Laboratories" that act across the whole innovation value chain, bringing together all relevant actors at EU, national and regional levels in order to: (i) step up research and implementation of best practices and success stories; (ii) design pilot schemes for coordinating public and private investments; (iii) anticipate any changes in regulations and standards; and (iv) ensure that innovative breakthroughs are quickly brought to the market and to the benefit of society. 	
Members/ partners	<ul style="list-style-type: none"> ▪ The EPE works with network organisations, thereby directly expanding its impact and ensuring that the ideas and consensus reached through EPE dialogue are used by its members across Europe and beyond. ▪ Its members consist of companies (chemical company Dow and global aluminium supplier Hydro), eco-innovation and knowledge transfer networks, public authorities (eg. the Environmental and Energy Watchdog IBGE-BIM, the European Environment Bureau), trade unions (eg. the European Trade Union Confederation), universities, environmental organisations, consumer and ethical NGOs and civil society groups. 	
Management structure	<ul style="list-style-type: none"> ▪ EPE is governed by a Council elected by the organisation's members. The Council convenes approximately every three months. Each Council member serves for a period of three Years. ▪ A small Secretariat based in Brussels is in charge with the implementation of the decisions taken at the Council level. ▪ Organisations appoint a person to represent them at the annual General Assembly, where each member organisation has one vote. 	

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