

THE UNLIKELY STORY
OF HOW BIG BUSINESS
CAN FIX THE WORLD



EVERYBODY'S BUSINESS

JON MILLER & LUCY PARKER

Sample chapter

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Start a conversation about the role of big business in the world and, often even before you reach the end of your first sentence, you'll find you've unleashed a furious response. To many, it feels as though business has become detached from society – it seems like part of the problem, not part of the solution. That's not good for the world: we're facing global challenges of unprecedented magnitude, and business has the scale, resources and expertise to make a positive difference. This book puts a powerful argument that if you want to fix the world, you're better off harnessing the power of business, rather than fighting it.

'This is such an important theme. The world is facing historic challenges, and we're going to have to turn to business to help grapple with them. I'm 100 per cent in agreement with this argument.'

DOMINIC BARTON, MANAGING DIRECTOR, MCKINSEY & COMPANY

'Getting your head around the relationship between business and society is complicated – and knowledgeable and independent interpreters are few and far between. But you're in very safe hands with Jon Miller and Lucy Parker.'

JONATHON PORRITT, ENVIRONMENTALIST AND WRITER



TECHNOSERVE
BUSINESS SOLUTIONS TO POVERTY

Royalties from this book will support the work of TechnoServe – an NGO working on business solutions to poverty.

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A WHOLE SOCIETY, RISING UP



A whole society, rising up: the traditional grass-thatched hut that Alfred Omoding used to live in (right) and his new brick-built house (left).



Sorghum farming in Uganda: Lucy and Jon look at the crop which is providing stable livelihoods for farmers.

A WHOLE SOCIETY, RISING UP

NYAKOI VILLAGE

We had set off early, but already the Kampala traffic was heavy: cars and minibuses jostled along the city streets, while pedestrians and motorcycles swarmed their way perilously between the trucks and taxis. According to the World Bank there are only seven vehicles for every 1,000 people in Uganda, and it felt as if all of them were jammed onto the roads of the capital city. Eventually we made it onto the highway that curves around Lake Victoria and on towards Nairobi in Kenya. But that wasn't our destination: we were bound for Nyakoi, a small village in the foothills of Mount Elgon, one of East Africa's highest mountains.

Nyakoi is a five-hour drive from Kampala. It's slow going: the highway is single-lane and riddled with murderous potholes. After some four hours, we turn off the tarmacked highway and onto a broad red road leading to the town of Mbale, and every turn we take brings us onto a smaller, rougher road – until they can hardly be called roads at all. The trucks and the traffic are far behind us; we pass farmers with large sacks slung over their shoulders, or piles of bananas balanced improbably on the backs of their bicycles.

It's an archetypal African journey: a sweeping sky with soaring white-domed clouds, a rough road carved into the red earth, flanked by lush vegetation and ragged-leaved banana trees. But the physical beauty of Uganda's countryside belies

the suffering it contains. According to the Ministry of Finance Planning and Economic Development, almost 25 per cent of people – 7.5 million men, women and children – still live in absolute poverty. Uganda has made great progress in bringing down poverty levels, which were at over 50 per cent in the early 1990s, but it remains one of the poorest countries on earth. There can be few places where it's possible to see so dramatically the positive impact that business can make on society – and that's why we've made the journey from Kampala to the village of Nyakoi.

The village is surrounded by large old mango trees and, like much of rural Uganda, it clearly benefits from fertile land and plenty of rainfall. Uganda's cities are growing, and the middle-class is gaining strength – but farming remains the biggest source of work for Ugandans, employing 80 per cent of workers. Most farmers work on small plots of only a few acres: they are one step up from peasant farmers, and the crops they produce often aren't good quality. The urban demand for their produce may be growing, but farmers are often unable even to reach their local market. We've come to Nyakoi to meet a group of farmers who are overcoming these barriers, through their own hard work, and with the help of an unlikely ally: the Coca-Cola Company.

Coca-Cola is, of course, the world's biggest brand – the swirling Spencerian script of its logo and the smooth curves of its bottle have become international icons. The company has long been a poster child of multinational corporate capitalism: as long ago as 1930 you could buy a cola in nearly eighty different countries, and Coca-Cola was calling itself 'the International Beverage'.¹ Today, people inside Coca-Cola talk about 'the system' – and indeed it has become an immense system, operating in over 200 countries. And it isn't just the big red signature brand: the system markets and distributes more than 500 brands, fifteen of which are billion-dollar

brands, including Diet Coke, Fanta, Sprite, Vitamin Water, Powerade, and Minute Maid. It seems strange, as we arrive in the village of Nyakoi, that such a vast corporation could possibly be interested in the smallholder farmers of this remote part of eastern Uganda. Nyakoi feels a long way from the towering edifice of the company's global headquarters in Atlanta: a few simple mud-brick buildings, surrounded by clusters of round, grass-thatched huts.

But the Coca-Cola Company has a problem. Around the world, obesity is reaching epidemic proportions – and as the world's biggest sugary soda, Coca-Cola is first in the firing line. At the same time, consumer demand is changing: more people are seeking healthier lifestyles, and healthier drinks. In the USA, soda sales have been on the slide since 2005, and the decline in consumption is accelerating. Coca-Cola has responded to this with a big goal: to triple the size of its juice business by 2020. This presents the company with a new challenge: today, there simply isn't enough fruit being grown to provide a secure supply of juice ingredients at the right cost and quality. Coke has launched a number of projects to tackle this, looking for innovative new ways of sourcing good-quality fruit.

One such initiative is Project Nurture, which aims to develop a good source of local mangoes and passion fruit for the company's Minute Maid drinks. The project sets out to achieve this by working with smallholder farmers in parts of Uganda and Kenya – and the hope is that it will serve as a model for the company as it grows its juice business around the world. It's an ambitious programme: more than 50,000 small fruit farmers are taking part, and the plan was to increase the farmers' productivity and double their incomes by 2014. For Coca-Cola, this is about a reliable supply of quality raw materials for its juice drinks, but it also has a significant positive impact on the local communities, helping them to create sustainable livelihoods for themselves.

We learnt about Project Nurture from Afzaal Malik, who at the time was the VP of International Public Affairs for the Coca-Cola Company, charged with managing relationships with the company's main stakeholders around the world, from governments and regulators to NGOs and campaign groups. This put him on the front-line, dealing with the company's harshest critics, so you might expect him to be a battle-hardened and cynical corporate operator. But Afzaal is a soft-spoken man from Birmingham, and he has a quiet optimism about him. We begin by asking him about his job title, and he laughs. 'I have difficulty explaining it to my kids,' he says. 'Really it's about being able to engage in a meaningful way with people who care about a range of issues, and being able to talk about what we're doing and to learn from others.'

Speaking to us by phone from Coca-Cola Plaza in Atlanta, Afzaal explains the company is on unfamiliar territory with Project Nurture: training smallholder farmers in Africa how to improve their crop yields isn't exactly core business for a company like Coca-Cola, so working in partnership has been the key to making it happen. 'If we're going to have a profitable product that's going to end up on the shelves, and we don't have the quality and the specification and the sustainable source of product, mango or passion fruit, then we're not going to get very far,' he tells us. Coca-Cola needs a sustainable supply of fruit, and shares an objective with the government: agricultural development and the alleviation of poverty. 'That's when you start opening up a conversation around the common interests that all parties have on a social objective.'

As well as a shared objective, you need to assemble the right mix of capabilities, Afzaal tells us. 'It's hard work, doubling the revenues of thousands of farmers in Uganda and Kenya. You need the right partners.' Working directly with the farmers is one of the most crucial aspects of the project, and so Coca-Cola chose to partner with an NGO called TechnoServe,

which trains the farmers in basic business skills and agricultural techniques. As well as TechnoServe, Coca-Cola brought on board the Bill & Melinda Gates Foundation and the Ugandan Ministry of Agriculture. Afzaal describes how the partnership works:

It happens through a common pooling of interests. The Bill & Melinda Gates Foundation said, 'We'll assume some of the risk and the cost of training those farmers to be better farmers'; the Coca-Cola Company and our bottlers have said, 'We'll guarantee that a certain amount of product is bought and we'll work with the farmers to ensure that the quality of the raw materials is high enough to be used in our products.' Then the Ministry of Agriculture comes in and says, 'Well, we'll put some emphasis here behind the infrastructure to allow you to better bring those crops together, making sure that basic roads are built or improved.' And in the process you also help the agricultural market to develop, so that mango and passion fruit is becoming more available on shelves in stores locally.

Well, the Ugandan Ministry of Agriculture's road improvements had clearly not reached Nyakoi by the time of our visit, but there is plenty of evidence that Project Nurture is having a real impact here. As we arrive in Nyakoi, it seems as if the entire village has gathered to greet us. The mood is very upbeat: a group of men are playing marimbas and shakers, and singing, while some of the women dance around them. It feels like a celebration and, in a sense, it is: 'A few years ago we could never have imagined that one day we would have visitors such as you, who come to tell our story,' says one of the farmers, Okiring Moses, as we are led into the shade of the meeting shed. Of course, we aren't visitors of particular

importance, but our visit is a reflection of the progress they have made: 'It shows us how far we have come, and how quickly,' says Okiring.

We have come to meet the Nyakoi Stores Farmers Group, one of 1,300 groups across Uganda and Kenya taking part in Project Nurture. Rather than attempting to work with thousands of individual farmers, the project begins by forming smallholder farmer collectives. On the ground this work is done by TechnoServe, an international NGO specialising in reducing poverty through business solutions. In total, 50,000 farmers are taking part in Project Nurture. The Nyakoi group started in 2009 with eighteen farmers, and now has 275 members – ninety-five of whom are women. A few dozen members have come to meet us today – so many in fact that the meeting spills out of the cool, dark room and into the sunlight.

Inside, one wall is covered with flipchart pages, outlining the objectives, rules and methods of the group. Written in careful capital letters, in thick marker pen, is information on how to use manure, how to protect the trees from pests, how to prune them, and how to sort, grade and pack the mangoes. Another wall is covered with a bookshelf, containing big binders with titles such as *Cashbook & Accountability*, *Hygiene & Sanitation*, *Workplan* and *Finance & Oversight*. Directly opposite the entrance is a page proudly displaying the group's mission and vision, and its motto: 'We gain from our sweat'. The people sitting on the benches around us look as though they understand the meaning of this motto, their hands and faces weathered by work. They are keen to tell us their story.

'Before, mango was a wild tree, a community tree,' we're told. 'Sometimes our fathers would plant a tree for the family. And when the mangoes fell, there were too many to eat, and many would rot where they fell. There were so many mangoes and we never knew there was a market for them.' Meanwhile,

life was becoming increasingly difficult for the villagers. ‘Problem number one was poverty – which was biting. There was malnutrition, because households lacked a balanced diet. And we could not educate our children, because of the biting poverty.’

In many ways, their problem was isolation. Nyakoi is such a remote community that they had no idea that their mangoes had any value, or how to get them to market. ‘We are hardworking people,’ they tell us, ‘what we lacked was a *link*.’ That link arrived in the form of a visit from Nathan Emuron, a young business adviser working in TechnoServe’s Mbale office. Nathan’s task was to show the villagers that their mangoes had a commercial value, and help them to organise themselves so that they could realise this value. He worked with them to formalise their group into a collective with structures and governance, so that they could begin to access the markets, and deal with financial institutions. One of the biggest challenges, Nathan tells us, is bringing about a new, commercial attitude in the farmers.

To demonstrate that their mangoes had value, Nathan organised for a few of the farmers to polish and pack their fruit, and take it to the market. ‘When I supplied my ten bags,’ one of the assembled farmers tells us, ‘I got school fees, I got clothes for my children.’ In such a small community, this soon got people’s attention. Farmers are very cautious: all they have is their land, and changing the way they use this land is always a risk. But once people saw that the mangoes had commercial value, the group started to grow. ‘At first the other farmers couldn’t believe we were harvesting the mangoes – they couldn’t believe it. Then they saw the trucks coming to pick up the mangoes and they wanted to join the group.’

By joining the group, the farmers get access to training in modern farming methods and cultivation techniques, as well as basic bookkeeping skills. As a group, they have more

confidence to deal with the local market. The nearest market is in the town of Pallisa, which is only around 25 kilometres away, but that's a day's journey if you're pushing a heavy-laden bicycle along these roads. 'The farmers think that the market is a hostile place – everybody is out to make a profit,' Nathan explains. 'Maybe the farmers go to the market once, and then never again – they take their crops to the market and can't take them back because the mangoes are perishable and so they take a low price. The farmers are risk averse and they don't know how to negotiate in this environment, and so they stay in the village and the agents come and offer a low price.'

The farmers agree. Everybody has a story to tell about being cheated at the market: 'You bicycle to Pallisa and leave your produce, and they reduce your price, or even steal it,' they say. 'Cheated in broad daylight! They know you have to sell or the fruit will rot and so they can give you a low price, because you can't take the fruit home.' Being part of a group gives them some extra bargaining power, they tell us. It's like many farmers acting as one large farm: 'You get a bigger voice to bargain for higher prices – and every individual benefits from the higher prices.'

The farmers group has set certain conditions that individuals must meet if they wish to join. They must have at least five mango trees, and their houses must have a latrine, a drying rack to keep their cooking implements off the ground, and a separate place for a rubbish tip. These simple conditions have made a big impact in the village: there have been no cases of dysentery since the group began, and it's been years since cholera was known in the village. The farmers are feeling the benefits of their increased incomes – and educating their children seems to be the number one priority. Look on a Google Maps satellite image of the area, and only one building is labelled for kilometres around: *Nyakoi Primary School*. By this time in our meeting, the day's classes are over, and the

children have gathered around the entrance, peering into the dark room with curiosity. They are wearing clean, bright pink and blue uniforms. It is a source of immense pride in the village. When we ask the group about it, one of the farmers exclaims ‘We employ the teachers!’ and spontaneous applause breaks out.

It’s a touching moment. This village has come a long way in a short time: only a few years ago there was not enough food to go around, and now they are able to educate their children. And they want us to know that all of this has been achieved through their own hard work: ‘Nobody has given us anything,’ says Okiring. ‘Since the beginning we haven’t received any help or money of any kind, other than advice and information.’

Although the farmers are now selling mangoes to the local market, they have yet to start selling to Coca-Cola. Sample bags of fruit are regularly sent to the company’s Global Juice Centre in Belgium for testing. Mangoes are like apples: there are dozens of different varieties, and formulating a juice drink that can be mass produced and marketed is an exact science, as there needs to be a consistent taste, sweetness, texture and colour. The mangoes from Uganda have proved quite fibrous, which means that they only produce 30 per cent juice, and machines tend to get clogged. Coke’s product developers are working on blending them with mangoes from other areas. The farmers understand this process. In fact, they seem to relish it, Okiring tells us: ‘Coca-Cola has very demanding quality standards – and this is very encouraging.’ TechnoServe has also enabled the Nyakoi farmers group to start working with Britania, a Ugandan juice company that produces a local brand called *Splash*. Britania currently imports mangoes from overseas, in pulp form – a crazy state of affairs, given the prevalence of mango trees across this region of Uganda. The farmers are immensely encouraged to be working with companies such as Coca-Cola and Britania, says Okiring: ‘These big

companies upgrade us; they make us go to a new level. They give skills – we have devoted members and we want to learn.'

The most important thing the farmers are learning, we are told, is an *attitude*. 'We try to inculcate the *spirit of business* in the farmers,' Nathan says. 'How much does it cost to till this land, to create a kilo of mangoes? We get them to look at it as a business. They've been farming since they were adults, but they haven't known how much they made. Was it a profit or a loss? And if it's a loss, what can we do to remove that loss? What do we have to do to make your enterprise profitable?' Nathan spends much of his time running training sessions for the farmers, introducing them to bookkeeping techniques, showing them the basics of running a business. The farmers are eager to learn, but this is a very new way of looking at the world, as Okiring tells us: 'Before we didn't even know our income, we'd just sell and buy things.'

Not long ago, the Nyakoi farmers didn't even know their mangoes had any value; now, they have a business plan which includes investing in a pulping machine, so they can get even more value from their fruit. They are very optimistic about their future: 'We have higher hopes because we have been able to achieve this much with so little capacity,' says Mr Ojolong, who is the village Reverend and clearly a leader of the community. Everybody looks to him as he speaks, using his hands to show the climbing of a ladder: 'Our hope is, if at one time we were at this level, now we've moved to this level; then we were here; we now have a hope that one day soon we will be on the rooftop!'

Further up into the foothills of Mount Elgon, we visit another farmers group in the village of Bumwangu. This one is smaller, with only sixty-five members, and it focuses on passion fruit – but their story is very similar. As in Nyakoi, they seem pleased with our visit: 'When we see visitors such as you, we are impressed that we are moving forward,'

they tell us, before introducing the group's management: the Chairman, the Secretary, the Treasurer, the respective committee Chairpersons – the Sorting Committee, the Investment Committee, the Finance and Oversight Committee, the Marketing Committee – and a youth representative. The group calls itself BUSACA – the Bumwangu Savings and Credit Association. Managing cash is important for the group: each member contributes 5,000 shillings a year, which is used to pay for members to attend training, as well as looking after each other's social needs, such as supporting a member during illness. Access to credit is also important: the farmers need to buy poles to support the trees, and wire to train the branches. Like the Nyakoi group, it is redolent of the agricultural cooperatives and credit unions that spread across Europe and North America in the nineteenth century. Those were started by the reformers of the age; these groups have been catalysed by a global corporate, Coca-Cola, with the help of an international NGO, TechnoServe.

Across Uganda and Kenya, there are 54,000 farmers taking part in this project – and as we've seen, it's detailed, complex work. It made us wonder: surely, for a company of the scale and resources of Coca-Cola, there must be an easier way to source fruit? What's really going on? We asked Bob Okello, one of Coke's executives in the region:

Right now we import pulp from Brazil and India. Africa has so much undeveloped agricultural land. There is a commercial reason for doing this: if we can get these foods locally it's cheaper, it's more reliable, you deepen your footprint in the country, you reduce your exposure to fluctuating global food prices – and at the same time you help people improve their lot, increase their income, educate their children. It makes economic sense, and it makes social sense.

Bob is always on the road, travelling between Coke's operations in Kenya, Uganda, Tanzania and Ethiopia. We speak to him on a faint mobile line, but his perspective is crystal clear, and goes to the heart of this book's theme: 'We can achieve our commercial aims whilst in the same breath achieving a social good,' he tells us. He feels strongly that Coke has a role to play in the continent:

Here in Africa, Coca-Cola is one of the longest investors, first coming in eighty-three years ago. We've been investing in Africa for a long time. We employ many people. Our contribution to GDP is bigger than any other company. Our value-chain footprint is huge, both upstream and downstream. *Of course* we have a responsibility to Africa.

TechnoServe is Coca-Cola's partner on the ground and none of this would happen without them. Erastus Kibugu is the director for TechnoServe in Uganda. We spoke to him at their headquarters in Kampala, and he was keen to emphasise that initiatives like Project Nurture depend upon the hard work of the farmers, not on any form of aid. 'Handouts haven't worked for Africa,' he says. 'The future of Africa is going to be partnerships, where global companies like Coca-Cola can develop the sort of supply chain solutions that make sense for them.' And the work of an NGO such as TechnoServe is vital to getting the system up and running:

As Coca-Cola you can't partner with each individual smallholder farmer. They're too small. You need some sort of social action – building social capital, organising farmers into viable production groups, teaching them the tools of business, helping them to increase their productivity. That's where we come in, that's why TechnoServe is also an important partner.

And it's not just mango and passion fruit: TechnoServe works in this way with more than 100,000 farmers, across a number of different crops, including cotton, maize, peas and milk. 'We ask them, how can you become a large farm if you only have one acre?' says Erastus. 'If a thousand of you have one acre, you have a thousand acres. If each of us has one acre of mangoes, or two cows that produce a bucket of milk, then there's a thousand buckets of milk.' At the heart of TechnoServe's approach, he stresses, is *business*: 'It happens through social action, but it has to be driven by business. If they're not competitive, if they don't make a profit, then they're not going to last.'

Erastus gives us an example from his dairy farmers – it's a simple story, almost a parable of economic development:

You need to chill the milk within two hours of milking or it goes bad, so we got together maybe a thousand farmers and arranged for a cooling plant, a large tank that cools the milk. Each farmer brings their milk to the plant, and every morning a large Kampala company comes and collects up to 5,000 litres. Now there's a lot of revenue going back to the farmers, and this creates incremental businesses like artificial insemination and feed systems for the cows. And now there's an opportunity to grow that community. People want light, they want power, so guys who sell solar panels start setting up. People want doctors, so clinics set up. People want credit, so bank microfinance institutions come along – and then it goes beyond dairy: lo and behold, now they have maize, because they can afford proper maize seed. And the parents want new uniforms for their kids, clothes for themselves, and shoes – and so sellers come and set up. And so now they're even thinking of chickens, and cattle. And so you begin to see a whole society rising up. That's what we do. And this is the whole plan for Project Nurture.

A whole society rising up. It's a powerful description. Back at Coca-Cola, Afzaal Malik tells us that the benefits of Project Nurture extend beyond securing a sustainable supply of raw ingredients. 'It's also about the character of the company,' he tells us. 'I think for us, for Coca-Cola, we're one of the most visible brands in the world; and this visibility makes us a prime target for activists. If someone wants to launch a campaign of advocacy on – you name it, pick a cause – we are very vulnerable to that.' Afzaal believes that consumers are taking a harder look at the brands they spend money on: 'People will increasingly buy products not only based upon what they constitute but upon what they stand for. So it's about character: we believe that putting the character of the company behind our products will be increasingly important.'

When it comes to questions of character, many people will raise an eyebrow at the prospect of big corporates playing a role in countries like Uganda. There remains a perception that corporate involvement in the developing world is exploitative, and causes more harm than good for the local communities. This mistrust has deep roots, and Dr Rajiv Shah, who heads the US Government's development agency USAID, explained why: 'The early experience of corporate investment in the developing world was characterised by activity that notoriously caused great harm. Sweatshops, infant formula, Bhopal – all words that conjure images of corporations taking advantage of bad regulations, enriching elites and exploiting the poor.' But things are starting to change, according to Dr Shah, and the time has come to take a more constructive view of the corporate world. Speaking at a forum on public-private partnerships in Washington DC, he argued that the world of international development should 'step out of its comfort zone and imagine new linkages with private sector firms'.

Increasingly, business is seen as playing a potentially positive role in lifting people out of poverty. In 2000, the UN

launched its ambitious *Millennium Development Goals* aimed at improving life for the world's poorest, but the private sector got hardly a mention. The focus was almost entirely on commitments by the G8 finance ministers, and the role of organisations such as the World Bank and the International Monetary Fund. By 2010 the role of business had moved centre stage: as world leaders gathered to review the progress made on the goals, Secretary-General Ban Ki-moon told them,

Government leadership will be crucial. But more than ever before, we depend on the resources and capacities of the private sector to make things happen. Business is a primary driver of innovation, investment and job creation. There is no longer any doubt that business plays an integral role in delivering economic and social progress.

The UN General Assembly issued a resolution, titled 'Keeping the promise: united to achieve the Millennium Development Goals', which issued a powerful plea to the business world: 'We call upon the private sector to further contribute to poverty eradication, including by adapting its business models to the needs and possibilities of the poor.'

'POLITICS BY ANOTHER MEANS'

Back in Kampala, we meet a man with an unrivalled perspective on how business can fight poverty. Not many people have such broad experience of life in Uganda as Onapito Ekomoloit: he began his career as a journalist, rising to become editor of *The Crusader*, one of the country's main newspapers. He then served as a Member of Parliament, before becoming Press

Secretary to the President. Now the scribe-cum-politician-cum-presidential adviser has taken his talents to the business world: he is Corporate Affairs Director for the brewer SABMiller in Uganda. To find out why, we met Onapito at the company's depot on the outskirts of the city, with Lake Victoria shimmering in the distance.

'Business is about *doing*,' he tells us (after introducing himself with a warm smile and an effusive handshake: 'Onapito Ekomoloit – difficult for you to say isn't it? Call me Ona.'). It's the biggest difference between life in the public sector and working for a public company:

We say things and *do* them. Government says it will but it won't: they lack resources, they lack accountability. That's why it's great to be in a private company. OK, so our main business is making and selling beer, we've done many more things for Uganda – empowering farmers, commercial agriculture and alleviating poverty ... It may be on a small scale but it is actually happening – can be touched, can be counted, can be seen.

It might not be immediately obvious how making beer might help contribute to alleviating poverty, but SABMiller's operations in Uganda show how a successful business can bring real social and economic benefits: creating employment; supporting livelihoods in the supply chain; bringing in new skills and global standards; developing new products to meet local needs; innovating new ways of working for local conditions; and also playing a role in the community through social investment and philanthropy. It's quite a list, but Ona assures us that each of these elements comes to life vividly in Uganda. 'As someone in politics I was motivated by development, by making a change,' he tells us. 'By coming here I am basically doing politics by another means.'



Jon Miller has worked all over the world with global brands such as Coca-Cola and American Express. He was Strategy Director for Mother, one of the most awarded creative agencies in the world, and spent many years with Ogilvy. Jon has created campaigns for many NGOs, including Amnesty, Greenpeace and WWF, as well as developing communications strategies for government health campaigns.



Lucy Parker has spent much of her working life as a documentary-maker for the BBC. She went on to make films about businesses around the world and has worked as a coach and adviser to the leaders of some of the world's biggest companies. In government, she led the Prime Minister's Taskforce on Talent and Enterprise, focused on the importance of skills to competitiveness in the global economy.

Today, Lucy and Jon are working together on one of the world's most contentious challenges: helping companies get to grips with their role in society. They are partners of the Brunswick Group, one of the world's leading corporate communications firms.



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