

Promoting Responsible Value Chains in India for an Effective Contribution of the Private Sector to the SDGs

(PROGRESS Project)

Project Inception Meeting - Report
May 2019



Table of Contents

1. Project Introduction.....	3
2. PROGRESS Inception Meeting.....	5
3. PROGRESS Inception Meeting – Inaugural and Panel Discussions	6
3.1 Inaugural Session	6
3.2 Panel Discussion – “Value Chains in India and linkages to Critical SDGs”	7
4. Sectoral group work.....	9
4.1 Discussions on Agro Processing	10
4.2 Discussions on Apparel & Textiles	12
4.3 Discussions on Pharmaceuticals	14
5. Concluding Remarks & Way Forward	16
Appendix 1: List of Participating Organizations in the PROGRESS Inception Meeting	17
Appendix 2: Guiding Questions for Group Work: Agro Processing Sector	18
Appendix 3: Guiding Questions for Group Work: Apparel and Textiles Sector	19
Appendix 4: Guiding Questions for Group Work: Pharmaceutical Sector	20

1. Project Introduction

Centre for Responsible Business (CRB) and Aston India Centre for Applied Research (AICAR), Aston University, UK have teamed up to explore and investigate how private sector companies - as part of GVCs, production networks and FDIs in India have/could better contribute towards achievement of specific SDGs, particularly inclusive education and life-long learning (SDG4), employment and decent work for the youth (SDG 8), women’s social and economic empowerment (SDG 5), sustainable consumption and production (SDG 12), and Climate Action (SDG 13). This project referred to as the PROGRESS project is being supported by International Development Research Centre (IDRC), Canada.

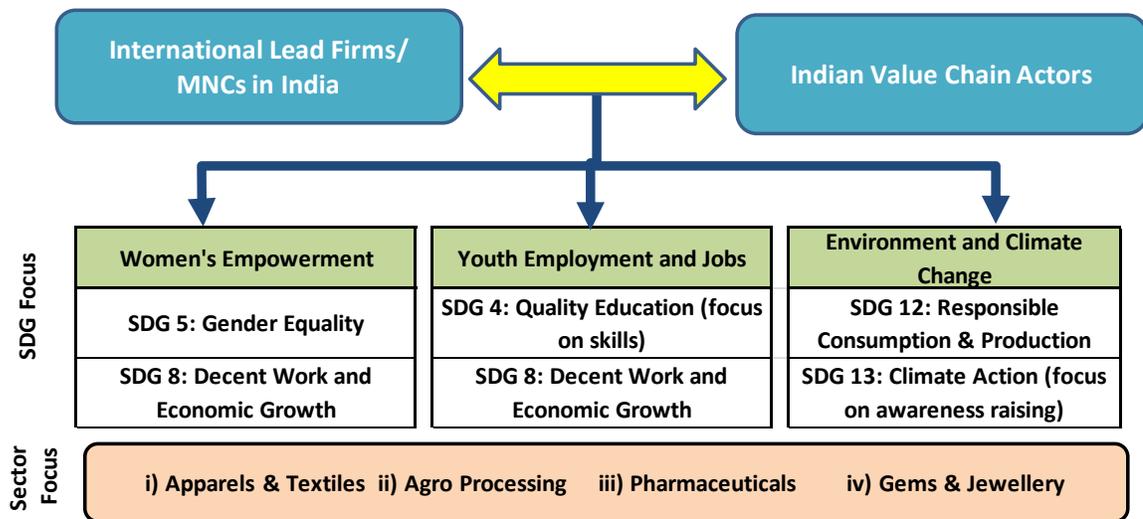


Figure 1: A diagrammatic representation of the GVC interactions and potential impacts on relevant SDGs

The generated evidence would be used to engage and support policy and practice (industry) level discussions and actions through multi-stakeholder processes involving **four key sectors viz. i) Apparels & Textiles, ii) Agro-Processing, iii) Pharmaceuticals, and iv) Gems & Jewellery**. Further, the experience of the project would also be used to engage with the international actors to highlight the contributions through this GVC approach and areas that need attention. It would thereby highlight and demonstrate methodologies for achieving sustainable and inclusive GVCs aimed at benefiting the youth, women and local environment in India.

Further, the project would pursue the research themes, across the four selected sectors divided into **four Work Packages (WP)**:

- a) **Research Theme I: Policy & Regulation:** governance, policy and regulatory issues – both public and private regulations;

- b) **Research Theme II: Innovation and Business Competitiveness:** business logics, strategies, interests, constraints and opportunities – organizational, institutional, and business model related;
- c) **Research Theme III: Measurement and Monitoring:** business responsibility and sustainability accounting and accountability issues, linked to measurement and monitoring; and
- d) **Research Theme IV: Sustainability Communication:** engagement and communication with stakeholders (internal organizational and external).

Given below is a diagrammatic representation of the envisaged iterative process that feeds into research and the research output being utilized to drive policy and industry action. This interaction will be facilitated through multi stakeholder platforms.

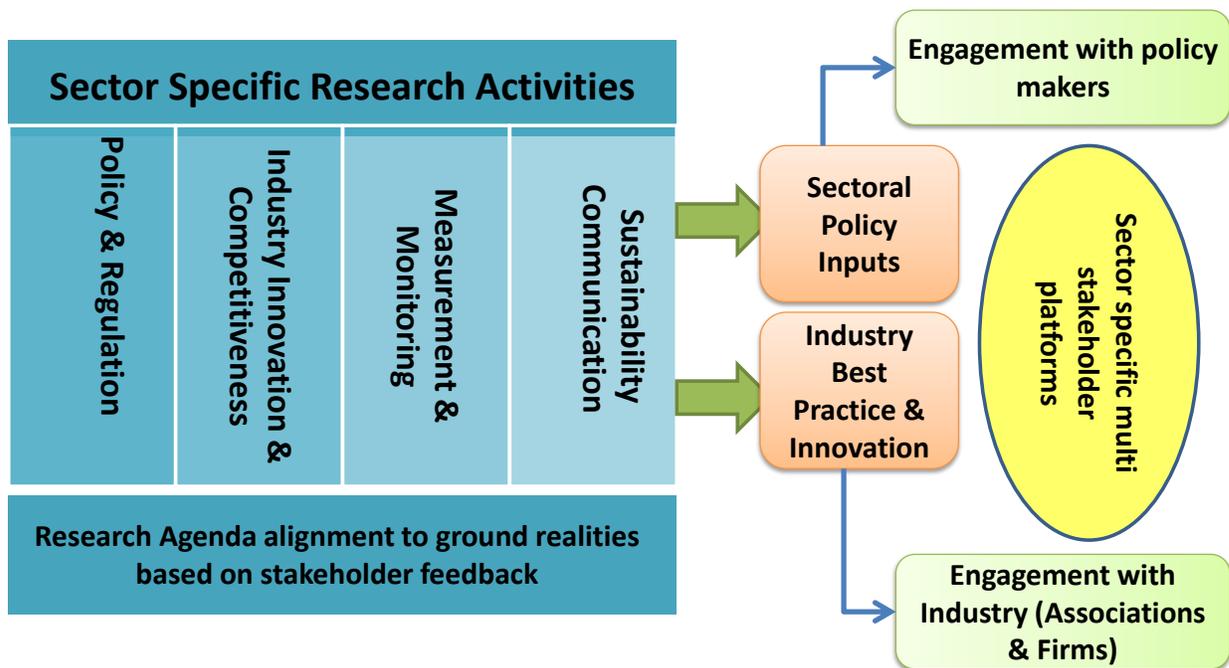


Figure 2: Iterative Intervention Logic involving Research and Policy & Industry action

2. PROGRESS Inception Meeting

An inception meeting for PROGRESS was organized in **New Delhi on April 9th, 2019** with key stakeholders from the sectors. The stakeholders included representatives from industry (firms and associations), academia, government, civil society, voluntary standards, MNCs and multilaterals amongst others. The objective of the inception meeting was twofold:

- i. Introduce PROGRESS to key stakeholders and initiate the process of establishing the multi stakeholder platforms
- ii. Refine the research questions on the themes of policy, innovation, measuring & monitoring, and sustainability communication through collective group work and deliberations for each of the sectors¹

The meeting was well attended by over 50 participants representing key stakeholders from MNCs/ brands, industry actors and associations, voluntary standards, civil society, academic researchers, skilling experts and UN agencies/ Embassies/ Bilaterals. A list of all attendees with the organisation names are provided in Appendix 1.

The day was broadly divided into **two parts: i) Inaugural & Panel discussions and ii) Sectoral Group work.**

The day's tone was set by the inaugural and the panel discussion (details enumerated below). This was then followed by rich discussions within sectoral groups to highlight some of the key challenges to sustainability in their sector and potential research areas for PROGRESS. Summaries of all the sectoral discussions are presented in the following pages.



Getting warmed up for the day ahead



Sharing takeaways and key discussion points from sectoral group work

¹ Discussions for the Gems & Jewellery Sector will be undertaken in a separate workshop (most likely in Mumbai) to be organized in May as key stakeholders are concentrated in the western part of the country.

3. PROGRESS Inception Meeting – Inaugural and Panel Discussions

3.1 Inaugural Session

The inaugural session comprised of:

- **Soyoung Park**, Deputy High Commissioner of the **Canadian High Commission, Delhi**;
- **Bouba Housseini**, Program Officer – Employment & Growth at **IDRC Canada**;
- **Bimal Arora**, Assistant Professor in Management, CSR and Sustainability, **Aston Business School at Aston University UK and Chairperson CRB**; and
- **Rijit Sengupta**, CEO of **Centre for Responsible Business**.



Inaugural Panel
(L –R: Rijit Sengupta, Bimal Arora, Soyoung Park, Bouba Housseini)

This session laid down the tone for the day as the project was introduced to the participants. Moreover, the speakers underlined the imperative need of engaging and mobilizing the private sector towards achievement of the SDGs. Some of the key messages from the inaugural session were:

- ❖ Governments alone cannot drive achievements of the SDGs; the private sector has to assume a more proactive role beyond wealth creation
- ❖ Interactions and collaborations between Global buyers and Indian suppliers can potentially be leveraged for achievement of SDGs in India. However, the following challenges exist as of today:
 - Currently, there is little understanding of the impact of GVCs on social and environmental factors
 - Misalignment between buyer considerations and supplier motivations
- ❖ An important aspect of the project is knowledge co-creation by effective engagement of academia & practitioners and alignment of the research to the ground level realities in India.

An encouraging and important message from the Indian High Commission outlined Canada’s commitment towards sustainability issues in International Trade, as an Ombudsperson for Responsible Enterprise² has been appointed to pursue human rights issues from the operations of Canadian businesses abroad.

²<https://www.canada.ca/en/global-affairs/news/2019/04/minister-carr-announces-appointment-of-first-canadian-ombudsperson-for-responsible-enterprise.html>

3.2 Panel Discussion – “Value Chains in India and linkages to Critical SDGs”

The panel comprising of eminent thematic and sectoral experts explored how global value chains can contribute to achievement on SDGs. The panel was chaired by **Arun Maira** (Former Member, Planning Commission) and comprised of the following speakers:

Thematic Experts	Sectoral Experts
<p>Arpita Mukherjee, Professor, ICRIER Deeksha Vats, Chief Sustainability Officer, Hindalco Industries Limited Sabina Dewan, President and ED, JustJobs Network Anil Bhardwaj, Secretary General, FISME</p>	<p>Lakshmi Bhatia, Consultant, Traidcraft Pramit Chanda, Country Director India; Program Director Cotton & Apparel, IDH S. Rajesh, Director (Health), NITI Aayog</p>



PROGRESS Project team with sectoral and thematic experts and the Panel Chair, Mr. Arun Maira

As the experts’ presentations and insights highlighted critical aspects to be considered when exploring the role of global value chains, a few guiding principles were also enumerated. These were:

- A systems approach should be adopted over a value chain approach
- Sustainability practices need not be driven top down at all times. Build on traditional wisdom and enable scale up of good practices on the ground
- Localization is important – sustainable practices should not be focused on only for export oriented markets
- The interactive and iterative linkage between research and action as envisioned by the PROGRESS Project is a robust model and efforts must be made to ensure that research and practitioners are both learners – research must inform and also be informed.

The following diagram synthesizes the messages and key takeaways from the various experts and what it means for India to leverage on GVCs (irrespective of the sector)

Power structures in GVCs and interaction between various actors

- Industry structures need to evolve such that there is more power to the small
 - Marginalised still not adequately represented or heard in the value chain
 - Need to strengthen models for aggregating small players (e.g. small farmers)
- At present, global pressures and local market considerations are not aligned => not much impact on the ground
- Important that sustainability is driven throughout the GVC - buyer's responsible behaviour as important as supplier compliance

GVCs for India

- Indian players have limited integration into GVCs at present (Apparels, Agro Processing, Pharma, Gems & Jewellery, automobile, leather)
- Integration into GVCs has implications for female workforce participation, worker's safety, workplace conditions and environmental impacts in select sectors
- Need to identify nodes where India can be a strategic player (labour intensive & low tech) - policies need to be strengthened accordingly
- SMEs (especially medium scale enterpris should be focussed upon for scalability)
- Local value chains need to be strengthened for intergration into GVCs

GVCs and Job creation

- Inclusive industrialisation is essential- need for labour intensive manufacturing with decent wages linked to productivity, safe working conditions and employment mobility
- Enrolment not linked to quality education and short term skilling cannot compensate for poor education
- for some sectors, skilling programs are working well and increasing employability especially for women

GVCs and business innovation

- Sustainability being fuelled by increasing demand for transparency & traceability and depleting resources - business innovation need of the hour
- focus on service delivery models - market linkages for the small player, aggregation services, capacity building and training etc.

Role of Youth

- Increasing presence of millennials in the workforce driving sustainability
- rising awareness - potential to harness the voice of youth

Enablers

- Robust Policy - policy in line with export requirements, subsidy packages and policies to be cognisant of global practices (e.g. chemicals banned in global markets subsidised in India, lack of policy support for agro-processing)
- Stricter policy enforcement - ease of doing business, clear accountability, streamlined clearances
- Technology - R&D, enforce traceability and transparency
- Multistakeholder engagement - discontinue work in silos, need to replicate and scale up sustainable practices

Figure 3: Key takeaways from Panel Discussions

4. Sectoral group work

The second half of the inception meeting was dedicated to sector based group work with the participants being divided into relevant sectoral groups.

The objective of the group work was:

- Comment and agree on the segment of the value chain to be focused on
- Brainstorm on refining research questions that PROGRESS should focus on vis-à-vis policy, business innovation, measuring and monitoring, communication on sustainability.

To help guide the group work, they were given guiding questions³ based on the work packages. The groups then presented their findings and discussions to the larger group of participants.

Policy & Regulation	<ul style="list-style-type: none"> •How have/can govt. policies and regulation (national/regional/local) enable/hinder achievement of the select SDG Targets in India from the interaction between lead firms and Indian suppliers?
Innovation & Business Competitiveness	<ul style="list-style-type: none"> •How have/can govt. policies and regulation (national/regional/local) enable/hinder achievement of the select SDG Targets in India from the interaction between lead firms and Indian suppliers?
Measurement & Monitoring	<ul style="list-style-type: none"> •Measurement indicators to document contribution to SDGs (driven by the GVC interaction) •Existing and potential effective monitoring mechanisms •List of stakeholders relevant for monitoring
Sustainability Communication	<ul style="list-style-type: none"> •Relevant global, regional, national and local level entities to be targeted for communication •Potential communication techniques to convey such contribution

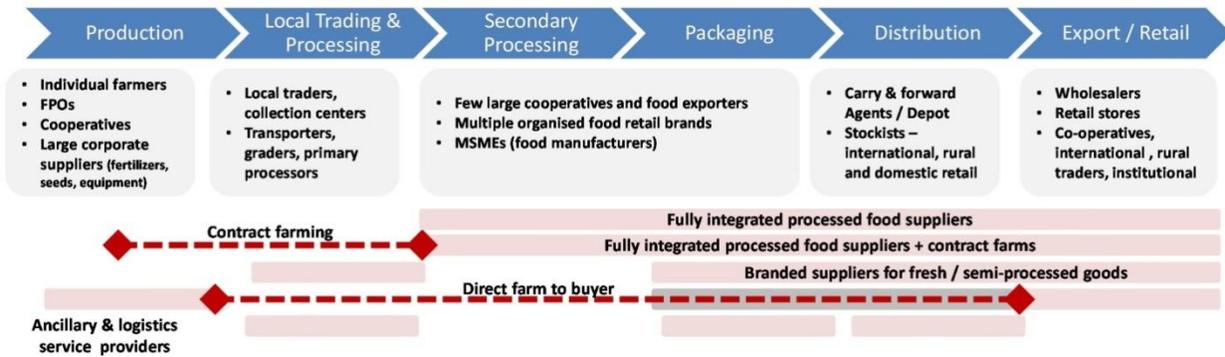
Figure 4: Guiding Questions for group work

The following pages contain a summary of the discussions in each sectoral group and the key messages for the project.

³ Though the guiding questions were similar, each sectoral group was provided customized guiding questions in line with the relevant GVC segments identified. The same have been attached as Appendices

4.1 Discussions on Agro Processing

As a starting point, the following GVC segments had been suggested as focus points the agro-processing sector in the PROGRESS project viz. local trading and processing, secondary processing and packaging.



Further, the focus would be on:

1. Indian suppliers exporting to global markets
2. MNCs based in India and interacting with the local value chain

Whilst the group was in agreement largely, a consistent message from all participants was that any intervention or research needed to look at small farmers' engagement and integration into the value chain. However, it was also agreed upon that this engagement would not be geared towards sustainable agricultural practices but exploring aggregation models e.g. Farmer Producer Organizations, Co-operatives etc.



Group work discussions underway on the Agro Processing sector



Making notes on discussion points on the Agro Processing sector

The following table provides a snapshot of the discussion in the ***Agro-Processing*** Sector:

Policy (WP 1)	Business Innovation (WP 2)	Measuring and Monitoring (WP3)	Sustainability Communication (WP4)
<ul style="list-style-type: none"> • Need for policy alignment for different value chain actors • How can policies be better informed /strengthened through data? • How can accountability and ownership for SDGs be better integrated into policy? • Address policy gaps, e.g. policy on food waste management (SDG 12), responsible sourcing policies • Address the need for traceability along the value chain, namely concerning: <ul style="list-style-type: none"> -Financial -Inclusiveness (Labour standards/ working conditions) - contamination in the supply chain • Policy for small farmer aggregation models (SDG 8) 	<ul style="list-style-type: none"> • Buyer and value chain interaction <ul style="list-style-type: none"> - Premium for sustainable practices - Awareness and Capacity building for small farmers • FPO model <ul style="list-style-type: none"> - Research on impact - Research on employment • Scale-up and replication of existing good practices, <ul style="list-style-type: none"> - MNCs can drive sustainability through purchase practices for e.g. HUL lays down sustainability criteria in tenders - OLAM policies and practices - Traceability models – Marine Stewardship Council model for traceability from boat to buyer • Incorporation of the use of technology, namely research and development (SDG 12) • Address issues pertaining to access to finance • Access to knowledge for making business decisions 	<ul style="list-style-type: none"> • Policy Impact Analysis for policies relating to: <ul style="list-style-type: none"> -Agro-processing -Export-related • Role of Technology <ul style="list-style-type: none"> -Alignment with standards -Best practices, e.g. ISEAL Alliance • Research on Enablers for women entrepreneurship: start up, angel funds (SDG 5) • Capacity building <ul style="list-style-type: none"> -Outreach to NGOs -Making use of CSR funds -Implementation -Skilling for monitoring 	<ul style="list-style-type: none"> • A need to carry out national interpretation of guidelines for global standards as a part of the Communication policy • Communication techniques that can potentially be utilized include labels, a platform that encompasses both buyers and sellers • Creation of a Communication policy that is culturally apt, aligned with the country’s context, able to embrace digital marketing trends and have application in capacity building

4.2 Discussions on Apparel & Textiles

The apparel & textile GVC is broadly structured around four stages;

1. Raw material production and processing
2. Production network typically located in developing countries and, made up of domestic and overseas contractors and subcontractors responsible for making final products from processed raw material
3. Export channels responsible for handling the logistics and adhere international trade guidelines
4. Marketing and sales at retail level

As a starting point, the research area for the Textiles and Apparel sector as identified initially for the PROGRESS project was production networks in India (as defined above) of global lead firms. However, the group discussion highlighted certain issues in order to guide the research focus for PROGRESS, namely, the inclusion of the informal sector as well as a need to pay attention to actors beyond TIER 1 of the value chain.



Group work discussions underway on the Textiles and Apparel sector



All hands on deck in terms of documenting the discussion points on the Textiles and Apparel sector

The following table provides a snapshot of the discussions in the **Apparels & Textile** Group.

Policy (WP 1)	Business Innovation (WP 2)	Measuring and Monitoring (WP3)	Sustainability Communication (WP4)
<ul style="list-style-type: none"> • Buyer purchasing practices need to be examined • How can we link the lead firms to artisans (informal sector) • Examine alignment between transnational codes, international policies and its impacts on sourcing hubs (countries) • Skilling policies need to be looked at - Processes need to be defined which can encourage vocational training/work for youth, which upholds national policy (SDG4/ 5) • While capacity building, there is delivery of technical skills but life skill trainings are also necessary, specifically for women workers to ensure career development. (SDG 5) 	<ul style="list-style-type: none"> • The changing trends towards slow fashion, circular fashion, recycling, and renting are opening avenues for innovations (SDG 12) – trends of fabric innovation, use of textile waste need to be studied (SDG 12) • The role of Digital Transformation/Technology Advancement in the sector needs to be considered as it is likely to have an impact on several aspects: the technical upgradation, mechanization/ automation, Artificial intelligence, Block Chain for Traceability. (SDG 12) • The scope of innovation in establishing linkages between artisans and lead firms is high and shows a lot of potential. (SDG 8) 	<ul style="list-style-type: none"> • As the organised/formal supply chain represents only 10-15% of the sector, need for a mechanism that monitors inclusion of informal sector. 	<ul style="list-style-type: none"> • There is a disconnect between marketing and social compliance team which require active collaboration to increase consumer awareness on sustainable products (SDG 8) • The marketing and advertising by brands also needs to be analysed and considered – what are the messages being communicated to the consumers vis-à-vis sustainability • Need for a multi-stakeholder forum to prevent stakeholders from working in silos -A platform for the sector should include buyers, suppliers, government, and other stakeholders (CSOs, academics, industry experts)

4.3 Discussions on Pharmaceuticals

The PROGRESS project team proposed to focus on the **contract manufacturing and research services (CRAMS)** as India's CRAMS industry offers a significant cost-quality proposition on account of low cost of production, R&D, trained human resources, scientific research capacity among others, with potential savings of about 30-40 percent compared to western markets such as the US and Europe⁴.

The sector stakeholders were in agreement with the segment but also suggested to broaden the scope to include the **Active Pharma Ingredient** market as well.



Group discussions underway on the Pharmaceutical sector



Documenting discussions on the Pharmaceutical sector that arose from the group deliberations

⁴<https://www.india-briefing.com/news/pharmaceutical-industry-india-trends-opportunities-18300.html/>

The highlights of the discussion are captured in the following table

Policy (WP 1)	Business Innovation (WP 2)	Measuring and Monitoring (WP3)	Sustainability Communication (WP4)
<ul style="list-style-type: none"> • Policy and regulatory framework is complex involving national and state governments and various regulatory agencies • Unexpected and sudden Policy changes are typical to Pharma sector • API Policy hasn't been renewed since 2015 • Policy incentives for SMEs could be examined • Waste generation and management (including disposal of expired medicines) issues could be looked at, especially from a resource efficiency/circular economy perspective, especially in bulk drug manufacturing (SDG 12) 	<p>Good practices pertaining to the following areas could be considered:</p> <ol style="list-style-type: none"> Local employment generation Workers' safety (SDG8) Resource efficiency (Clusters like Biotech Parks)/Circular Economy (Water/Waste/Energy) (SDG12) <ul style="list-style-type: none"> • Various Collaboration mechanisms and Partnerships(given the nature of the industry is fast changing) 	<p>Broad impacts in the following areas could be examined - resource efficiency, waste management, OHS, environment and workforce (gender) diversity</p>	<ul style="list-style-type: none"> • Heavily regulated sector, very little buy-in for going beyond compliance. So, too early for developing sector-specific sustainability standards • Communication must occur that emphasizes incentives if any (market or otherwise) to be sustainable.

5. Concluding Remarks & Way Forward

The PROGRESS Inception Meeting day was marked by intense and candid discussions. The contribution from the various stakeholders has given the project team valuable inputs for the research to be taken forward. The teams were able to identify critical segments of the value chain that should be in scope for the project and have also provided inputs for the four work packages.

As **next steps**, the following will be done:

- Finalize Research Agenda based on inputs provided by the stakeholders in the inception meeting. (to be completed by May 2019)
- Initiate forming of sector specific multi-stakeholder groups for PROGRESS. The project team will share Terms of Reference with the stakeholders to engage over the course of the project – May – June 2019
- Plan the first International Interface Meeting in Europe to introduce PROGRESS to major brands and global players. August – September 2019
- Plan PROGRESS showcase at the CRB Annual Conference – November 2019

Appendix 1: List of Participating Organizations in the PROGRESS Inception Meeting

Organisation
Aditya Birla Group
AEPC (Apparel Export Promotion Council)
Alliance for Water Stewardship
CUTS International
Dutch Embassy
Fairwear Foundation
FICCI (Federation of Indian Chambers of Commerce & Industry)
FISME (Federation of Indian Micro and Small & Medium Enterprises)
FMC (Foundation for MSME Clusters)
Gem & Jewellery Skill Council of India
GJEPC (Gem Jewellery Export Promotion Council)
Global March
Goodweave
ICBC (Indo-Canadian Business Chamber)
ICRIER (Indian Council for Research on International Economic Relations)
IDH (The Sustainable Trade Initiative)
Indian Drug Manufacturers Association
Innovative Change Collaborative
Intellectap
Just Jobs Network
KNN- India
MSC (Marine Stewardship Council)
NITI Aayog
OGTC (Okhla Garment & Textile Cluster)
Olam International
OPPI (Organisation of Pharmaceutical Producers of India)
Oxfam
PRAXIS
PRIMARK
Rainforest Alliance
RSPO (Round Table on Sustainable Palm Oil)
Shahi Exports
Traidcraft,SustainAbility
UNEP (United Nation Environment Programme)
UNIDO (United Nations Industrial Development Organization)
USAID (US Agency for International Development)

Appendix 2: Guiding Questions for Group Work: Agro Processing Sector

It underscores that the project would consider the interaction between **Lead Firms(Importers and MNC Subsidiaries based in India)engaged in the Agro-processing Sector and Indian exporters and suppliers**— to examine how such interaction contributes/could contribute towards achievement of three critical **sustainability challenges (and the related SDG Targets)**, viz. **women’s empowerment, youth employment and environment/climate change**. This analysis is expected to throw up **four sets of issues** to be subsequently taken up for discussions involving key multiple stakeholders, viz: **(i) Policy (ii) Innovation and Business Competitiveness, (iii) Measurement & Monitoring and (iv) Communication**.

2. Guiding Questions for the Group

In this **group exercise**, participants are expected to share their thoughts on the above **four sets of issues** that could support **contribution towards/achievement of specific SDG Targets** from the **interaction between Lead Firms(Importers and MNC Subsidiaries based in India)and Indian exporters and suppliers**:

2.1 Policy and Regulation:

- How have/can government policies, regulation and initiatives (national/regional/local) in agro-processing sector enable/hinder achievement of the above mentioned SDG Targets in India from the interaction between lead firms and Indian suppliers?

2.2 Innovation and Business Competitiveness:

- What opportunities for innovation and business excellence have emerged (at firm level/industry level/sector level) from the interaction between lead firms and Indian suppliers/exporters, specifically towards meeting some of the above SDG Targets in India?
- List the stakeholders that can contribute to the firms and industry level competitiveness and innovation.

2.3 Measurement and Monitoring:

- What measurement indicators can help document contribution towards above SDG Targets resulting from this interaction?
- What monitoring mechanisms have been/could be effective?
- List the stakeholders that can contribute to the firms and industry level monitoring.

2.4 Sustainability Communication:

- What entities at the global, regional, national and local levels should be engaged with to convey contribution towards the SDG Targets and why?
- Suggest communication techniques that can effectively convey such contribution resulting from the interaction between lead firms and Indian suppliers

Appendix 3: Guiding Questions for Group Work: Apparel and Textiles Sector

The project would consider the interaction between **Lead Firms/MNCs (Buyers and Brands) in the Apparel and Textiles Sector with Indian suppliers and manufacturers** – to examine how such interaction contributes/could contribute towards achievement of three critical **sustainability challenges (and the related SDG Targets)**, viz. **women’s empowerment, youth employment and environment/climate change**. This analysis is expected to throw up **four sets of issues** to be subsequently taken up for discussions involving key multiple stakeholders, viz: **(i) Policy (ii) Innovation and Business Competitiveness, (iii) Measurement & Monitoring and (iv) Communication**.

2. Guiding Questions for the Group

In this **group exercise**, participants are expected to share their thoughts on the above **four sets of issues** that could support **contribution towards/achievement of specific SDG Targets** from the **interaction between Lead Firms/MNCs (Buyers and Brands) and Indian suppliers and manufacturers**:

2.1 Policy and Regulation:

- How have/can government policies, regulation and initiatives (national/regional/local) in apparel & textile sector enable/hinder achievement of the above mentioned SDG Targets in India from the interaction between lead firms and Indian suppliers?

2.2 Innovation and Business Competitiveness:

- What opportunities for innovation and business excellence have emerged (at firm level/industry level/sector level) from the interaction between lead firms and Indian suppliers, specifically pertaining to meeting some of the above SDG Targets in India?
- List the stakeholders that can contribute to the firms and industry level competitiveness and innovation.

2.3 Measurement and Monitoring:

- What measurement indicators can help document contribution towards above SDG Targets resulting from this interaction?
- What monitoring mechanisms have been/could be effective?
- List the stakeholders that can contribute to the firms and industry level monitoring.

2.4 Sustainability Communication:

- What entities at the global, regional, national and local levels should be engaged with to convey contribution towards the SDG Targets and why?
- Suggest communication techniques that can effectively convey such contribution resulting from the interaction between lead firms and Indian suppliers

Appendix 4: Guiding Questions for Group Work: Pharmaceutical Sector

It underscores that the project would consider the interaction between **Lead Firms (MNCs) and Contract Pharmaceutical Manufacturers in India** – to examine how such interaction contributes/could contribute towards achievement of three critical **sustainability challenges (and the related SDG Targets)**, viz. **women’s empowerment, youth employment and environment/climate change**. This analysis is expected to throw up **four sets of issues** to be subsequently taken up for discussions involving key multiple stakeholders, viz: **(i) Policy (ii) Innovation and Business Competitiveness, (iii) Measurement & Monitoring and (iv) Communication**.

2. Guiding Questions for the Group

In this **group exercise**, participants are expected to share their thoughts on the above **four sets of issues** that could support **contribution towards/achievement of specific SDG Targets** from the **interaction between Lead Firms (MNCs) and Contract Pharmaceutical Manufacturers in India**:

2.1 Policy and Regulation:

- How have/can government policies, regulation and initiatives (national/regional/local) in Pharma sector enable/hinder achievement of the above mentioned SDG Targets in India from the interaction between lead firms (MNCs) and Contract Pharma Manufacturers in India?

2.2 Innovation and Business Competitiveness:

- What opportunities for innovation and business excellence have emerged (at firm level/industry level/sector level) from the interaction between lead firms (MNCs) and Contract Pharma Manufacturers in India, specifically towards meeting some of the above SDG Targets in India?
- List the stakeholders that can contribute to the firms and industry level competitiveness and innovation.

2.3 Measurement and Monitoring:

- What measurement indicators can help document contribution towards above SDG Targets resulting from this interaction?
- What monitoring mechanisms have been/could be effective?
- List the stakeholders that can contribute to the firms and industry level monitoring.

2.4 Sustainability Communication:

- What entities at the global, regional, national and local levels should be engaged with to convey contribution towards the SDG Targets and why?
- Suggest communication techniques that can effectively convey such contribution resulting from the interaction between lead firms (MNCs) and Contract Pharma Manufacturers in India.