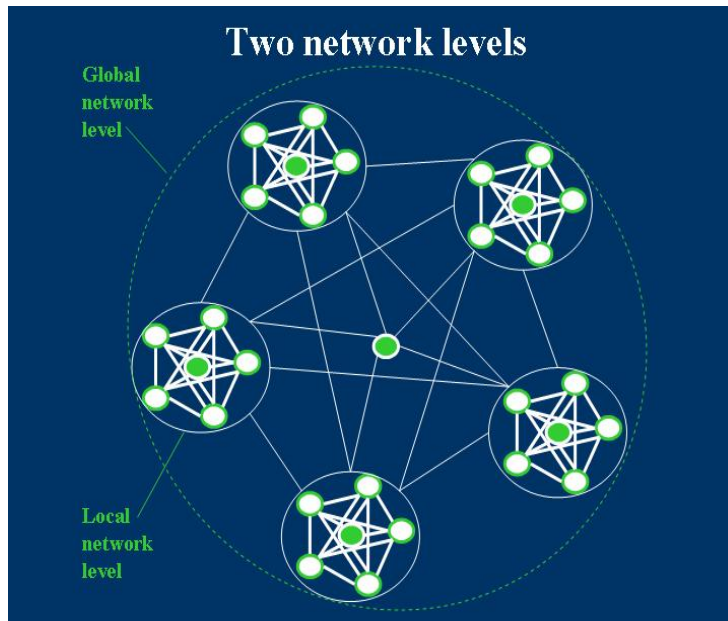


## Global Compact Networks Conference



Lancaster House, London  
4-5 November 2004

Hosted by the UK Government and the Global Compact UK Forum. Moderated by Chris Marsden, Chair of the Amnesty International Business Group. Facilitated by representatives of Business in the Community, by Geoff Lane of PWC, and by Sally Britton of AI Business Group.



(slide above from network survey presentation)

**NOVEMBER 2004**

**Conference report written by Fanny Calder, Associate Fellow of the Sustainable Development Programme, Chatham House**

## Executive Summary

### **Managing success: the need for a new governance system for the UN Global Compact and its Local Networks**

Since it was launched by Secretary-General Kofi Annan in 2000, the UN Global Compact has grown to become the largest corporate responsibility initiative in the world, with more than 1700 participating companies and more than forty-five country and regional networks. With the Global Compact's successes have come new and complex organizational and branding challenges. In order to address these challenges the Secretary-General has asked the Global Compact to develop proposals for a new business model and governance structure by June 2005. These proposals are now being developed based on extensive consultations with a range of stakeholders and the Global Compact Networks Conference formed a key part of this consultation process.

Improved quality and increased tangible impact are key challenges facing the Global Compact at the global and local levels. There is a need to ensure and demonstrate that the Global Compact is having a significant impact on the way in which businesses implement the ten principles and contribute to the delivery of UN goals. If the Global Compact succeeds in this, its credibility will grow and the Global Compact "brand" will be better protected, as will the integrity of the networks themselves. At the same time, having grown significantly in size, the Compact needs to take some measures to ensure that the GC logo is properly used by all current and future networks.

### **A governance system for Global Compact Local Networks**

The discussions of governance systems focused around the need for local networks to contribute to brand management and quality assurance for the Global Compact. It was clear that a key factor here is the diversity of the local networks in terms of number of participating companies; framework conditions in their home countries; levels of civil society and government participation; and the level of formality of their governance systems. The following issues were highlighted in the discussions:

- The need for all local networks to identify a single focal point who will be given responsibility for the interface between the local network and the GC Office;
- Differences of opinion between different network representatives over the need for increased formality in the governance structure of local networks, with some networks strongly advocating a more formal approach and others wary of increased bureaucracy;
- Differences of opinion over the importance of incorporating the multistakeholder element in the activities of local networks, and over the extent to which non-business actors should be involved in decision making;
- The various roles that networks can play in supporting network members in the production of Communications on Progress (CoPs), including providing advice and tools; reminding members of the requirement to produce CoPs; producing a

- summary of the CoPs produced by network members and monitoring and/or assessing the quality of CoPs;
- The potential for networks to play a role in helping the GC Office to deal with accusations that network members have been involved in egregious violations of the Global Compact principles, including by helping to facilitate dialogue, problem solve, and gather information;
  - The significant resource implications of increasing the local networks' governance responsibilities.

It was agreed that all networks should be responsible for producing annual network reports that could include information on network priorities, activities, governance, membership and a self-assessment of network impact.

### **Tapping the full potential of networks**

The conference discussed how the Global Compact can achieve more spread (e.g. by involving more companies) – and more depth (e.g. by increasing the implementation of the principles by existing signatories). The following issues were highlighted:

- The need to communicate better about the benefits of participating in the Global Compact, for example by stressing the need to work in partnership to deliver corporate responsibility, and through emphasising the concrete deliverables that networks offer.
- Options for increasing the reach of local networks, including through working with other business groups, the media; governments and civil society groups; identifying Global Compact business champions who can discuss their reasons for participating in the network with potential new members; and asking multinational businesses to encourage their subsidiaries to participate in local networks.
- The potential for more advanced networks to support the development of less advanced networks through a 'buddy system';
- The need to develop stronger links between local networks, home governments and bilateral donors.
- The need to undertake work to more clearly define the different roles that governments can play within networks – with an emphasis on moving beyond funding to active participation – and the roles that networks can play in helping governments to deliver their objectives for sustainable development and poverty eradication.

### **Next steps**

At the end of the conference the GC Office proposed the following minimum requirements for all GC networks, including those that want to remain relatively informal:

1. Commitment to the principles and practices of the Global Compact, including the ten principles themselves, the practice of learning by doing, dialogue, projects and bridging different social structures.
2. The identification of a focal point authorised by network to interact with the Global Compact Office and the wider Global Compact network.
3. The production of an annual activity report to facilitate communication between networks and protect local and global credibility.

4. Support for the Communications on Progress process and to the GC Office in dealing with dilemma situations.

It also proposed a higher level of formality for some networks which would involve signing relationship agreements with the GC Office that would authorise networks to:

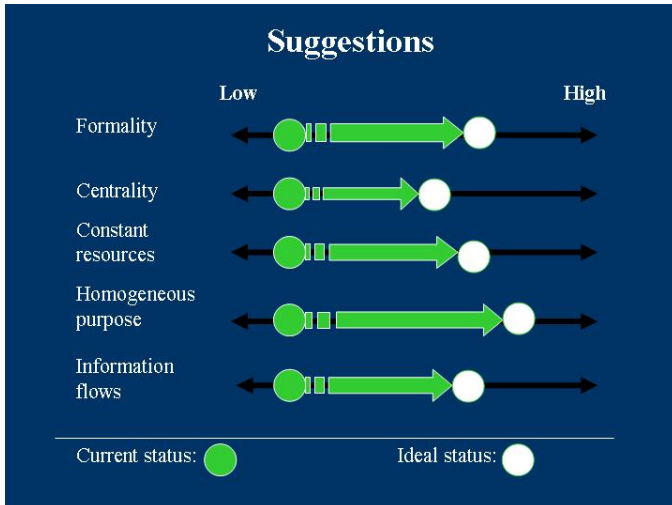
- Speak on behalf of GC in their home countries;
- Raise funds or membership fees for GC networks in their home country.

Networks with a higher level of formality would be asked to:

- Help collect and summarize Communications on Progress in such a way that they become useful instruments for broader learning for other networks;
- Develop institutionalized means to deal with problem cases – first aimed at improving performance then if this fails aimed at weeding them out;
- Produce more elaborate annual activity reports;
- Create more explicit/robust governance structures which are internally representative, inclusive, and have steering committee or similar structure, something which may entail becoming a legal entity in the network's home country.

Some networks expressed their concern that the new approach would prevent informal networks from fundraising and holding meetings in the name of the Compact, and suggested that impact and effectiveness were more important than levels of formality. The GC Office agreed that impact was the most important guiding principle, but said that they were legally obliged to strengthen governance in order to protect the global GC brand as the initiative continues to grow.

Networks were asked to indicate their interest in participating in working groups to develop these ideas further. The Indian, Spanish, Zambian, Malawi, Italian, French, Brazilian, Argentinian, Colombian, and UK networks said that they would participate in a working group on requirements for networks with a formally organised structure, while the United States, Nordic Group, Dominican Republic, Germany, South Africa, Canada (network coming into existence soon) offered to participate in a working group on minimum requirements for networks with a less formally organised structure. Botswana, the Dominican Republic, Germany and Zambia offered to act as champions in a working group for the roll-out of the 10<sup>th</sup> Principle, while others said that they would consult their networks about this issue.



(slide above from network survey presentation)

### Presentations given during the conference

The Global Compact Local Networks Survey carried out by the GC Office gives a useful overview of the current state of evolution of sixteen of the Global Compact networks. Key issues identified by the survey include: significant differences between networks in terms of their governance structures and goals; a lack of clear focus or sense of purpose in the work of some networks; a lack of concrete action and limited capacity to take or catalyse action; weak relationships between networks and between the local networks and the GC Office; and a general scarcity of financial and other resources. However the survey did highlight significant strengths, including the power of the Global Compact brand, the commitment and expertise of network members and the way in which GC networks provide a space for dialogue and, potentially, for catalysing action.

The Campaign for the 10<sup>th</sup> Principle against Corruption is a new initiative which aims to 'roll-out' the 10<sup>th</sup> principle throughout the GC's global and local networks. Its work will include tools, background information, and information on good practices which have been developed in partnership with organizations with a strong track record of anti-corruption work; awareness raising activities and activities that will move beyond awareness-raising by forming action-orientated groups of champions at the national and international levels. The GC Office envisions the local networks playing a key role in this work, for example by convening groups of champions, carrying out awareness raising activities and producing case studies.

The Growing Sustainable Business for Poverty Reduction Initiative is a joint project of UNDP and the Global Compact which aims to facilitate and broker concrete partnerships based on GC principles which enable large companies to increase investments and grow their business in developing countries at the same time as ensuring that domestic small and medium enterprises grow and benefit and contribute to the delivery of the Millennium Development Goals. The initiative focuses on developing two types of business activity - new business models to reach and serve the base of the economic pyramid and large-to-small enterprise linkages. It is currently working in several pilot countries on a range of different business activities including the provision of rural telephony in Tanzania and electrification and microfinance in Madagascar.

The *Barcelona Global Compact Centre* was developed as a legacy project of a dialogue at the Barcelona Forum the Role of Business in the 21<sup>st</sup> century. The aims of the Centre are to help making the Global Compact principles a part of business strategy and activities everywhere; to promote partnerships and dialogue; and to support action, communication, learning and advanced research. Specific activities planned include enhancing Global Compact accountability by analysing Communications on Progress and the activities of local networks and the development of tools to support the implementation of the ten principles. The Centre is also intended to be a meeting point for Global Compact Networks globally and offered to host the next Global Compact Local Networks Conference.

# Minutes of the Networks Conference

## Chapter One

### **Managing success: the need for a new governance system for the UN Global Compact and its local networks**

**Summary of opening presentations by Professor John Ruggie, Special Advisor to the UN Secretary-General on the Global Compact; Georg Kell, Executive Head of the Global Compact and Creon Butler, Director, Economic and Foreign Policy, UK Foreign and Commonwealth Office**

The UN Global Compact is the largest corporate responsibility initiative in the world. Launched by Secretary General Kofi Annan in partnership with 43 companies in the year 2000, it will soon have grown to a membership of 2000 companies. The Compact has also initiated numerous partnership projects and inspired innovation throughout the UN system.

Like a successful startup in business, with the Global Compact's successes come new challenges. Rapid growth has led to complex organizational and branding challenges. However, these challenges also represent the opportunity to do something that has never been done before – to build a partnership like no other, that links the public and the private sectors, the global and the local.

Kofi Annan considers the Global Compact to be one of his most important initiatives and, as the end of his tenure comes within sight, he is determined that its future should be assured. He has therefore asked the Global Compact to develop proposals for a new business model and governance structure by June 2005. These proposals are being developed based on extensive consultations with key stakeholders and draft proposals will be presented to stakeholders at a meeting in Spring 2005. The Global Compact Networks Conference and the working groups process that will follow it is a central element of this consultation process.

At the same time as tackling these governance challenges, the Compact is also moving forward with its substantive work. This includes the roll-out of a campaign and tools designed to support the implementation of the new 10<sup>th</sup> principle against corruption which is being launched in early 2005. The Global Compact Office hopes that local networks will want to take this work forward locally. Other key areas include work with major financial institutions and a global network of stock exchanges on the role of financial markets in supporting the implementation of the ten principles. Also, preparations for a larger scale engagement in and with China are underway, with a high profile Global Compact event in China planned for next year.

### **Key challenges facing the Global Compact at the global and local level**

The Global Compact Office had no preconceptions going into the Networks Conference other than the recognition that the Compact should remain true to itself – value based,

fleet of foot and flexible. However the challenges that need to be tackled are clear. These include:

- The scale of the initiative as it grows towards having over 45 local networks and 1700 member organizations;
- The difficulties in managing a network which includes so many different languages;
- The need to protect both the UN and Global Compact brands and the related need to ensure and demonstrate that the Global Compact is having a significant impact on the way in which businesses implement the ten principles and contribute to the delivery of UN goals;
- The need to allow and enable both the global and local networks to evolve;
- The need to ensure the financial sustainability of the Global Compact at the same time as maintaining current levels of growth;
- The need to maintain the level of ambition of the initiative – which should be to make the principles a part of doing business world-wide;
- The need to keep the Global Compact close to the UN while at the same time maintaining space for flexibility in the operational agenda.

The local networks are vitally important to the future of the Global Compact. While brand management and quality assurance need to be undertaken at both global and local levels, the impact of the Global Compact will always be local. So much of what the Global Compact aspires to achieve can only happen at local level. The way in which local networks facilitate and enable change is therefore crucial.

### **The UK governments' support for the UN Global Compact Networks Conference**

The UK Government recognises that there are many benefits that derive from globalization but that there is also a need to recognize the costs – and that these often fall on those least able to cope with them. The Government believes that the Global Compact has an important role to play in minimizing these costs, and that local networks are key to making the ten principles as meaningful as possible within local contexts. The government hopes that in further developing the governance structures and activities of Global Compact networks worldwide, this conference will have a significant contribution towards getting the principles into companies worldwide, delivering tangible benefits and concrete deliverables.

### **Chapter 2: A governance system for Local Networks**

**Key question: What can networks contribute to brand management and quality assurance at the local level?**

#### **General points**

#### **The diversity of Global Compact Networks**

During the conference, it became clear that global compact networks differ from each other in many ways, including the following:

- Framework conditions in their home countries;
- Number of participating companies;

- The size of the participating companies (some have no SME members while others have a majority of SMEs);
- Levels of participation by civil society actors;
- Level of formality of governance systems (which range from highly informal networks run along the lines of a gentlemen's club to networks that are formally constituted as legal entities);
- Extent of government support and interest (some networks are government-funded and led, some have little to do with their home governments while still others are actively opposed by governments who are concerned that adherence to Global Compact principles could drive away Foreign Direct Investment);
- Relationship to the UN (e.g. many developing country networks are currently actively led by UNDP);
- Priority activities (e.g. developing country networks may focus on poverty issues, whereas developed country networks may have a stronger emphasis on implementing the Compact Principles through supply chains).

It was pointed out that this diversity is an important source of innovation and strength, which suggests that any approach to network governance will need a high degree of flexibility. Given that the networks are themselves continually evolving, it may also be necessary to allow governance guidelines to evolve over time. In order to allow for such flexibility and evolution, Conference participants suggested that it would be important to avoid creating too much bureaucracy for the networks.

### **Licensed Local Networks**

The idea, suggested by the Compact Office was not welcomed by all participants. Some network representatives were unhappy with the term licensed local network, while at the same time being comfortable with the idea of increased formality. Others however felt that increased formality was unimportant and that networks should rather be judged on their impact. These stakeholders highlighted the fact that positive action is another way of protecting the Global Compact brand and said that they felt that shifting the emphasis from delivering change to managing risk could undermine the effectiveness of the networks in general. Put another way, it was suggested that asking networks to play three different roles – that of legislature, executive and judiciary – might be too much of a burden.

### **The importance of building and maintaining trust between the Global Compact, Local Networks and civil society groups**

NGO participants stressed the importance that they place on strengthening the governance systems, integrity measures and impact on the ground of the Global Compact and its local networks. They said that unless significant improvements were made in these areas, the Compact would risk losing the trust and support of many civil society groups. They argued that this could have a serious impact on the credibility and effectiveness of both local networks and the Compact as a whole.

### **How should decisions be made within Local Networks?**

- Some network representatives said that they felt that decisions on network activities should be controlled by businesses, advised by civil society groups. Others said that they felt that networks should have inclusive decision making bodies with active participation from civil society groups and government bodies.

- There was general support for the idea of using the steering group model as a standard decision-making body for local networks, although some network representatives said that they didn't think that this level of formality was necessary.
- There was a general agreement that priorities should be set at the network level, based on country specific issues. For example, developing countries may want to base their activities around government-led strategies for poverty eradication.
- It was suggested that the Global Compact Office should review the organizational models used by other organizations that have e.g. local networks, regional offices, or global umbrella organizations coordinating the activities of grass-roots driven organizations.

### **Do Local Networks need a formal legal status?**

Several network representatives said that they thought that formal legal status was a useful way of improving and clarifying network governance. Others said that they felt that this was unnecessarily bureaucratic. It was generally agreed that in any event it would not be possible to have a "one size fits all" legal model for networks as legal structures and traditions of organizational design vary widely internationally.

### **Who should participate in Local Networks?**

Conference participants differed in their views of the importance of the multistakeholder approach. Many felt that the ideal was to make networks inclusive of government, union representatives, civil society groups and SMEs and that local networks had a responsibility to facilitate their involvement. Some UN representatives said that they felt the multistakeholder nature of the Compact was one of its key strengths, and that this should be reflected in the participation at local network level. However some network representatives said that in their local contexts (in which stakeholder engagement is already the norm) a multistakeholder approach was not important for network effectiveness.

It was acknowledged that the multistakeholder approach is still unfamiliar in many countries. In these cases many networks are taking a phased approach to involving stakeholders, starting by bringing companies together and then introducing some element of stakeholder dialogue or consultation. It was suggested that this evolutionary approach to involving stakeholders should be the norm for network development.

Participants suggested that networks should seek to clarify the different types of civil society groups, the different roles that they can play in Global Compact Networks and the different ways in which they can either act as representatives of key stakeholder groups and/or as experts on key issues.

Some participants suggested that in both participation and decision-making there is a need to distinguish between companies that are implementing the Global Compact principles and objectives and other stakeholders. However, others said that they thought that both civil society groups and governments had the potential to play an active role in the implementation of the Global Compact, and that they should be encouraged to do so. Some participants also argued that civil society actors can play a key role in

informally monitoring network members' performance in implementing Compact principles.

### **What issues should be covered in annual network reports?**

The purpose of annual reports: The Compact Office argued that annual reports are crucially important for brand protection and quality assurance. In order to maintain credibility, the GC Office needs to be able to communicate at the global level about what networks are delivering, however at present the Compact Office is only fully aware of the activities of about ten networks. This is not acceptable given that they are responsible for protecting the UN brand. Annual reports also have the potential to play an important role in the effective development of local networks by enabling the exchanging information about best practice and the development of alliances between local networks working on the same issues.

It was pointed out that a guide for network reporting is already available on the Global Compact website (called "network self-assessment"). It was suggested that this could be updated based on the outcomes of the Global Compact Governance process. Some stakeholders said that they felt that reports should be kept very short to reduce the administrative burden and make it easier for other networks to read them.

### **The contents of annual reports**

The following suggestions were made on issues that could be covered by network reports:

#### Network objectives and priorities

- The network's priority areas for action and objectives for addressing these priorities.

#### Finance and governance

- Members of steering committee or other governance structures;
- Name and contact details of the focal point for contact with Global Compact Office and other local networks.
- Levels of network funding and funding sources.

#### Participation

- The number of business members of the network;
- The number of SME, MNC, etc members of the network;
- The business sectors represented by the networks (e.g. retail, manufacturing, extractives, energy, water etc.);
- The relationship between the network and its home government

#### Stakeholder engagement

- The networks strategies for engagement with different stakeholder groups;
- The relationship between the network and its home government.

#### Activities

- Learning activities undertaken by the network – including subject matter, the nature of the activity and levels of participation;
- Dialogues facilitated by the network;
- Partnership activities facilitated or initiated by the network;
- The number of communications on progress produced by network members;
- Issues arising relating to integrity and how they have been resolved;
- Activities carried out in support of the production of communications on progress;

- Activities planned for coming year.

#### Progress

- Self-evaluation of progress made against objectives in the past year.
- Examples of best practice.
- Explanations of any major challenges that the network has faced, and how these are being tackled.

It was agreed that network reporting should be required of all networks, and that reports should be produced by networks and put on the Global Compact website prior to the annual networks conference.

#### **What roles can Local Networks play in the Global Compact Communications on Progress process?**

The Global Compact Office emphasised the importance of the annual Communication on Progress by participants of the Global Compact for the initiative's credibility, brand management and quality assurance. The recently introduced integrity measures require that companies that have not reported for two years are de-listed as Global Compact participants.

Participants made the following comments about the roles that local networks can play in supporting the Communications on Progress (CoP) process.

- It was generally agreed that local networks could play a role in reminding members of their obligation to produce annual CoPs.
- It was also agreed that networks had a role to play in developing tools to help participants produce CoPs. This could involve either translating existing tools into local languages, or producing tools that take into account specific local conditions or priority issues.
- Participants argued that it is very important that SMEs are encouraged and enabled to participate in the CoP process effectively. Some networks are using students from universities and business schools to help SMEs produce CoPs.
- Some networks have facilitated dialogues around how to communicate on progress and it was suggested that this would be a useful activity for networks to replicate, particularly in areas with many new Compact participants.
- It was suggested that further work needs to be done on how Compact participants can measure their social impacts, particularly in developing countries.
- Some participants argued that networks should not play a role in assessing the quality of Communications on Progress, because of the risk of conflicts of interest and a lack of resources. However one network has already begun a process of anonymous monitoring of CoPs, and others argued that CoPs could be monitored informally through a process of multistakeholder engagement. It was also argued that networks could play a role in simply pointing out where CoPs are incomplete. One option would be for steering groups to have a discussion about the general quality of CoPs within a network, without 'naming names'.
- It was suggested that providing an overall summary and or quantitative and qualitative assessment of CoPs would be an important network activity – to

facilitate comparability between networks and build the credibility of individual networks and the Global Compact as a whole. Translating overall summaries could also be an important contribution to inter-network communication. However, it was argued that, particularly in larger networks, the task of summarizing CoPs would require significant resources that may not be available. It was also suggested that networks could put CoPs from their network (and possibly others) onto their local websites.

- Many network representatives said that they would not want to have responsibility for making final decisions about de-listing companies who do not produce communications on progress. They argued that they did not want to 'judge' their network colleagues. However participants did say that they would be willing to be involved in some way in the de-listing process – possibly by helping the GC Office to encourage non-reporting companies to produce their CoPs.

### **Should Local Networks play a role in assessing new members of the Global Compact from their areas?**

Some participants argued that the Global Compact needs to have a decision-making process about the integrity of companies at the point at which they first apply for membership. It was suggested that networks' local knowledge about the activities and reputations of companies based or operating in their countries could be a valuable resource for the GC Office in deciding whether new companies should be allowed to join the Global Compact.

### **Egregious violations – what might a Local Network do to address these? And what could networks do collectively to address these issues?**

It was suggested that Global Compact Networks' local knowledge could also make an important contribution to the integrity processes of the Global Compact designed to deal with companies that are in persistent and egregious violations of Global Compact principles. Several network representatives said that they were either willing to consider, or already planning to, contribute to this process. Various points were made on this issue, including the following:

- Any approach to egregious violations should first involve a process of problem-solving dialogue with the company in question. Companies should be invited to change their behaviour, and the Compact should offer to support this behavioural change through facilitating dialogue and providing advice. Only once this process has been gone through should the Global Compact consider de-listing a company.
- Networks could participate in this process, although some network representatives said that they would be unwilling to make the final decision about whether a company should be de-listed. Networks could provide information and facilitate dialogues that would help the Global Compact Office to decide whether to de-list. It was suggested that a network's steering committee should play a central role, as it would not be appropriate for a single network focal point/representative to intervene without their support.

- It was also suggested that where accusations have been levelled in a company's home country about its activities in a host country, both home and host country networks could be engaged.
- It was pointed out that local networks may lack the technical knowledge needed to assess accusations of egregious violations of Compact Principles. In these cases it was suggested that the UN's specialist agencies should contribute to the process either at the local or international level.
- It was suggested that at a minimum, the Global Compact Office might want to inform local networks about any accusations of egregious violations made against their members that the Office has decided to take action on or explore.
- The French network explained the way in which they had decided to deal with this issue. If and when an accusation of an egregious violation is made, they plan to set up a small peer review group that would consist of three organizations from the network – which would be neither suppliers, customers or competitors of the accused company – who would look into the accusations and make recommendations to the network steering group. Based on a majority decision of the steering group the network could issue a warning to the company in question then report to the GC Office and ask them to make a final decision. The companies would then be given the opportunity to participate again once they had addressed the problem.
- It was suggested that whatever model is used there is a need to make these processes as transparent as possibly in order to maintain credibility with key stakeholders.
- Some participants were uncomfortable about the idea of networks playing any role in this process. Some also said that they felt that there would need to be much more clarity about how networks might participate in the egregious violations process.

### **How should Local Networks relate to the overall governance of the Compact**

- The need for an ongoing, cyclical dialogue between the local networks and New York was emphasised. It was also pointed out that the linkages between the local and global networks are essential for quality control and brand protection for the Global Compact as a whole.
- The need to remember that many networks are in their infancy was also highlighted. This means that capacity building support from the Global Compact Office, UNDP, governments and other networks is extremely important.
- It was agreed that annual meetings are helpful for networking and that these should also be used to help shape the global agenda of the Compact.
- However, it was suggested that involving networks directly in global decision-making could be too complex. Networks suggested that they would be comfortable with the UN setting the overall agenda as long as there is some form

of consultation and networks retain the flexibility to address their local priority issues.

- It was suggested that regional, issue or language based hubs, could provide useful support and/or networking services but that they should not have any decision making delegated to them. It was suggested that there is a need to flesh out what a regional support role would involve.
- It was suggested that a website could provide more information for networks on what other networks are doing, and that the newsletter is a useful service.

### **Who should represent local networks vis-a-vis the UN Global Compact Office and the outside world?**

- It was generally agreed that there is a need to identify a single focal point for contact between the local network and the GC Office. It was suggested that this focal point should be identified by the network steering committee and/or its wider participants and should be accountable to the network. It was suggested that standard reference points as to the specific roles that these focal points play, should be developed.
- Some participants argued that where possible the focal point should be a business representative. It was also argued that it might not be appropriate for the Chair of the Steering Committee (or their equivalent) to be the representative, as these are generally VIPs with limited time available for the management of the Global/Local interface.
- Who represents – should not be one person to represent the group – only really relevant when it comes to coordinating with the GC Office – when you would need an individual.
- Some participants argued that the UN (rather than the network itself) may need to identify the focal point in order to empower them to address the risk of networks moving away from UN Global Compact objectives.

### **Resource implications**

Several participants pointed out that increasing the governance responsibilities of Global Compact Networks would have significant resource implications. It was suggested that the need to identify additional financial and other resources should be taken into account by the Global Compact Network Governance process as it goes forward. The need to provide fundraising advice and support to networks was highlighted.

## Chapter 3: Tapping the full potential of networks

### General points

- The GC Office set out the key challenges under this heading as how can the Global Compact achieve more spread (e.g. by involving more companies) – and more depth (e.g. more implementation of principles, partnerships etc.)?
- The point was made that the success and impact of the UN Global Compact will be closely linked to the wider implementation of the MDGs and government action on the issues covered by GC principles. Many participants throughout the conference highlighted the need to increase linkages between Local Networks and their home governments, and between donors and Global Compact Local Networks, in order to ensure that the Compact contributes as much as possible to the strengthening of public sector governance and to the creation of an enabling framework for responsible business practice and the implementation of the Global Compact Principles.
- The need to achieve a balance between long-term objectives and short-term achievements was emphasised.
- It was agreed that facilitating collective action to deliver public goods is a key role for the Global Compact. However it was pointed out that achieving such action requires very strong facilitation (which has resource and training implications) and will also need to be based on increased levels of trust between different actors – trust that should be created by improving governance.

### **How can the opportunity to join the Global Compact, and to be active in a Global Compact network, be better explained and communicated to companies?**

The following were suggested as key messages and ideas for communicating to potential new participants:

- The Global Compact is the best route to take in order to access an unparalleled global network of partners throughout the developed and developing world.
- The Global Compact is the best way to tackle the fundamental challenges that are presented by the CSR agenda – which need collective action by businesses, governments and other actors. These are global problems that need global and local multi-actor solutions – the Global Compact is the best platform for achieving this.
- It was suggested that for communicating to businesses the Compact should emphasise concrete, achievable actions at the local level and globally. Communicating about simple steps is more likely to appeal to business than grand statements. There is a need to define the Global Compact *deliverables*.
- It was also suggested that it would be important to emphasise that businesses take the lead in defining the Global Compact agenda.

- Business leaders explaining their motivation for participating in the Global Compact could be a powerful communications tool.

### **How can networks help engage more companies in the Global Compact?**

- It was suggested that before seeking to recruit new members, networks should develop a clear plan of action and deliverables – i.e. they should make sure that the product they are promoting is robust.
- Companies should be the sales-force for the Global Compact – they have the most credibility with other businesses. One option would be to do a road show enabling companies to meet and question participating companies about the activities and benefits of the Global Compact. This could also be done sectorally.
- Networks should seek to raise awareness of the Global Compact by working in partnership with other business networks, associations and initiatives. Governments could also play a role helping networks to engage new businesses as could civil society groups. It was also pointed out that the media is a very important awareness raising tool.
- Many stakeholders suggested that the Global Compact should work with Multinational Corporations at the global level and in their home country networks to encourage them to actively participate in Global Compact networks in the host countries in which they operate. However it was pointed out that this could be challenging due to the arms-length nature of the relationship between head office and subsidiaries, and because some domestic companies might be resistant to their participation. MNCs could also be asked to help encourage and support their suppliers' participation in the networks. It was suggested that some kind of feedback loop should be created to alert Head Offices about the existence of new networks in countries in which they are operating.
- The need to mobilize resources (e.g. from bi-lateral donors) to help networks grow was highlighted. It was suggested that networks need to get a better understanding of how to fundraise.

### **The UNGC should be capable of providing a powerful business voice on matters related to the ten principles. How can the governance structure of the networks facilitate this?**

Some options for network activity in this area identified by participants included:

- Work through business forums and trade associations.
- Enlisting the media to join the Global Compact.
- Work to align national codes and legislation with the UN norms represented by the Global Compact principles.

Some participants did not agree with the statement that the Global Compact should be capable of providing a business voice. They pointed out that the UN is not a business organization and that there may be others better suited to making the business position on matters of global policy heard. However, others said that the Global Compact could possibly provide a more inclusive voice for business, e.g. including SMEs.

Others suggested that the Global Compact should only seek to provide a voice for business around the 10 principles – not on all matters of world policy.

### **How can a global theme and set of related activities be adopted by all networks?**

- It was suggested that a multi-network working group could be developed to coordinate work on a global theme. Regional meetings and inter-regional meetings could be used to share learning between networks.
- Working in this way should lead to increased efficiency and a multiplier effect where best practice in one network could be replicated in others. It should also lead to a deeper understanding of the issue being addressed and a more coherent and focused effort across networks internationally.
- It was suggested that engaging governments should be a priority for such collective action – particularly on the issue of the 10<sup>th</sup> Principle against Corruption, work on which is being proposed as a first global theme (see Chapter 2 above).
- However, it was pointed out that whatever issue was identified at the global level might not be relevant to all network members. It was also suggested that SMEs would need high levels of support in order to be able to engage in work on global themes.

### **How could UN agencies, governments and development agencies support networks more effectively?**

- It was suggested that where possible, networks should be encouraged to develop stronger links with their home governments. This may require pressure from UN representatives and local networks. There is a need to explain the potential benefits that governments can access by working with local compact networks in terms of engaging business support for the delivery of national goals e.g. for poverty eradication, reducing corruption or sustainable development. Many participants throughout the conference said that they would like to see governments participate as *actors* (i.e. in their leadership, policy making and implementation functions) not just as financial donors and suggested that more work should be done to explore the different ways in which governments work in partnership with Global Compact Local Networks. However, it was pointed out that this would not be possible in countries where governments are not supportive of the Global Compact's work.
- In addition it was suggested that better linkages should be built between bi-lateral donors' development agencies and the Global Compact networks in the countries which they are supporting, in order to exploit potential linkages between business and donor activity.
- It was also suggested that there is a need to improve the coordination of UN agencies work – and the technical language that they use – in support of the Global Compact.

### **How could advanced networks assist less-advanced networks?**

- Several participants proposed the development of a buddy system between networks. This would enable established networks to share their experience, tools and skills with newer networks. It was suggested that this could also involve a constant process of evaluation that would go both ways. It was also suggested that businesses in advanced networks could be encouraged to second their staff to help establish and develop less advanced networks.
- Several participants said that they had found visiting other networks extremely useful for learning and identifying best practice. It was suggested that visits between networks should be encouraged – and could be a part of any buddy system that is developed.
- The possibility of sharing administrative burdens between networks was highlighted. This could involve sharing translation, data entry, database, graphic design work (which may be cheaper in some countries).
- It was also suggested that advanced networks could work to encourage their counterpart or subsidiary companies in other countries to participate in newer networks.

### **How should networks team up with other organizations, consumers, stock markets, global clubs, etc, to contribute to a solid expansion?**

Comments made included the following:

- At the project level it is very important to engage other stakeholders.
- Work with business schools to get advice on implementation could be very helpful.
- Alliances, partnerships and/or campaigns to promote the Global Compact on a principle by principle basis could be developed.
- NGOs could be encouraged to adopt the GC principles and to help monitor companies' progress in implementing them at the national level.

### **Chapter 4: Next steps**

The Conference closed with a discussion of next steps, led by John Ruggie and Georg Kell, who made the following points:

The Global Compact Local Networks are an exceedingly valuable development. They are a source of innovation, a force multiplier for the impact of the Compact (remembering that results are what we are interested in) and they help strengthen the horizontal links among the participants that are so important to the future of this enterprise. The bilateral way in which the Local Networks currently relate to the Global Compact Office must become more horizontal to facilitate this.

One fundamental point that has become absolutely clear – one size does not fit all. This must be a foundational principle as we go forward. We do not even know yet how many

sizes we need. We do not know if we are talking about a continuum along which transitions take place or about different kinds of network that go forward in parallel because of the different conditions in which they work.

However, we are clear that there are a number of minimum requirements that anybody who aspires to, or claims to be a GC network, should meet. These are consistent with relatively informal patterns of organizations and are not necessarily bureaucratic:

1. Each network has to be committed to the principles and practices of the Global Compact. This includes the ten principles themselves, the practice of learning by doing, dialogue and bridging different social structures.
2. For management purposes each network needs a focal point authorised by the network to interact with the Global Compact Office and the wider Global Compact network.
3. Each network should produce an annual activity report to facilitate communication between networks and protect local and global credibility.
4. We need the networks to help companies work out the Communications on Progress and to facilitate solutions of dilemma situations.

While we would propose that these should act as minimum criteria, there are a number of networks already in existence that have already gone beyond this. We do not yet know how to refer to these, but they might be called networks with a formally organised structure. Based on discussions held during the conference we think we are in a position to move forward with this sub-category of networks in a twofold way.

Firstly we would propose that these networks sign relationship agreements that would authorise networks to do two things:

- Speak on behalf of the GC in their home countries;
- Raise funds for the GC network in their home country.

In return we would require:

- Support in collecting and summarizing Communications on Progress in such a way that they become useful instruments for broader learning for other networks;
- The development of institutionalized means to deal with problem cases – first aimed at improving performance then if this fails aimed at weeding them out;
- More elaborate annual activity reports;
- A more explicit/robust governance structure – internally representative, inclusive, steering committee or the like – which may entail becoming a legal entity in the home country.

We want to explore as soon as possible whether this thinking is relevant and whether it can lend itself to an enhanced engagement by networks. We suggest the following process:

- An initial discussion during this Conference;
- A discussion with your own networks about the two options outlined above followed by feedback ASAP to the Global Compact Office;
- If the second is appealing to your network we may ask if you feel ready to enter a kind of pilot phase to explore, refine and articulate some of the challenges that lie behind this approach.

We should stress that we recognize the informal networks can achieve as much impact as the formal – the distinction is not intended to represent a judgement about their effectiveness,

We believe that we need to move forward urgently on these ideas as some of these networks are in existence already and the UN has a legal obligation to come to grips with these issues as a matter of priority. We want to commence the pilot phase in a very short time in order to learn lessons by April next year so that we make the conclusions of this work an integral part of the overall organizing framework that we will be proposing to the Secretary General.

We would also like to ask you think about a third question about the proposal to make the rollout of the 10<sup>th</sup> principle against corruption an organizing theme for local networks over the next year (see Annex 1 for details). This would involve practical work with tools, identifying champions and working to take concrete action. It would aim to maximise learning both horizontally and at the global level – and to show a tangible impact at national and global level.

Participants were then asked to consider the proposals put to them, and the priorities that they would like to address in the coming year. The feedback given was as follows:

#### **Feedback on network governance proposals**

- Some participants felt that establishing flexible but minimum requirements was a good idea.
- There was concern around the rights of informal networks. By granting rights to formal networks it appears that the GC Office is proposing to take these away from the informal networks. Informal networks currently speak in the name of the Global Compact, hold meetings in the name of the Global Compact, and raise funds using the name of the Global Compact and were very concerned at the prospect of losing the ability to do this.
- It was suggested that formal networks should show openness and availability to assist young or emerging networks to evolve towards formality.
- Some participants felt that creating a legal entity could be too complicated and burdensome in some countries.
- It was suggested that the Global Compact should be mindful of its SME participants, and should involve them in planning the way forward for network governance.
- Some network representatives argued that structure is less important than effectiveness and questioned whether the distinction between formal and informal mattered.
- Participants asked whether there would be a requirement for all networks to include a multistakeholder element in their work. Many felt that there should be such a requirement, however it was clear from the Conference discussions that the Nordic network functions well without a multistakeholder element. Participants said that they did not want to see this network excluded but did want to protect and promote the multistakeholder nature of the Compact.
- Concern was expressed about how networks would find the resources needed to enable them to carry out the proposed new functions.

- There were also concerns about how networks would be expected to help deal with 'dilemma situations' and it was suggested that more work needs to be done to explore and clarify this idea. Some participants said that if this role ends up being one of policing it would be likely to scare businesses away from the Global Compact.
- Concerns were raised about the distinction between formal and informal networks. Some participants thought that this might just be a question of language. It was suggested that different terminology could be used – for example a distinction could be made between a Global Compact Network and a Global Compact Association.
- Given that the Global Compact is a multistakeholder initiative led by businesses some participants asked who should be making decisions about future governance – all participants or just business?

### **Feedback on global/local campaign on the rollout of the tenth principles**

- Participants said that they would need support e.g. from Transparency International to identify case studies. It was suggested that companies may be nervous about case studies but it was agreed that the Compact and its networks can argue that case studies would cover networks as a whole and can be anonymous for companies.
- The risks of working in this area were pointed out. Champions will have to stick their necks out and will need support. There should be very careful consultation before any action is taken.
- It was suggested that there might be a need for an active cross-network training programme in order to address this issue effectively.
- Some network representatives said that they already knew of network participants who would be willing to act as champions. The German network is already doing work in this area. Other networks agreed that they would consult their network participants about the potential for working on the issue.

### **Of all the things that have been discussed here – what top three activities should the networks be working on jointly over the next year?**

The following priorities were suggested:

- An exchange of tools and information on supporting the production of CoPs;
- Work on encouraging MNCs to participate at local level in host countries;
- A project looking closer at organizational models in the networks and assessing how effective they are at delivering results.
- Work on strategies for engaging governments in the Global Compact, for example through work on Principle 10;
- Follow up on the idea of regional meetings;
- Work on the challenge of helping SMEs to implement the Global Compact principles including work with industry associations and starting with awareness raising;
- Work on developing a buddy system that would enable advanced networks to buddy with less advanced networks;
- Sectoral partnering between networks;
- Work to explore different countries experience of what constitutes ethical behaviour;
- Work on strengthening linkages between Global Compact Local Networks and the delivery of the MDGs;
- Each network make public a set of priorities linked to the ten principles;

- Sharing information on reporting between different networks.

Georg Kell responded to the feedback by clarifying that it is not the intention to diminish the impact of local networks by taking away their rights. He said that it was clear that we need to explore these issues in great detail and that effectiveness and impact should be the overriding criteria. In order to do this the GC Office proposed that after discussion within networks that network representatives join one of two working groups - one of which will flesh out minimum functionalities for an informal network and the second of which will plan the pilot phase for more formalized networks which already have a governance structure. The Office committed to producing a clearer articulation of the terms of reference for these Working Groups before asking networks to commit to participating in them and clarified that they would be time bound and carried out through email and tele-conferencing. Networks were asked to volunteer to act as champions in one or other of the Working groups, and did so as follows:

*Networks with a formally organised structure:*

Argentina, Brazil, France, Colombia, India, Italy, Malawi, Spain, UK, Zambia

*Networks with a less formally organised structure:*

Germany, Nordic Group, US, Canada (network coming into existence soon), Dominican Republic, South Africa.

The Dominican Republic said that they were interested in either group and happy to hold a meeting which they thought the President might be interested in hosting. Participants were also asked to join a working group on the roll-out of the 10<sup>th</sup> principle in 2005. The following network representatives said that they would be happy to do so: Botswana, Dominican Republic, Germany, Zambia.

### **End of the Conference**

The Chair thanked staff at Lancaster House, the UN, the UK Foreign Office team, Creon Butler, Graham Minter and Ruth Owens, Lucy Greaves and Veronica Dominguez of Imagination, Anthony Sampson of Aviva and the Global Compact UK Forum.

## **Chapter 5: Presentations given during the Conference**

### **5.1 Global Compact Local Network Survey – Anton Stadler**

The networks survey was sent out to 40 networks. Only 16 responded. Key findings include the following:

#### **Governance**

- Most networks (though not all) are fairly centrally managed by a steering committee or similar structure
- Most steering committees take a 'steer and guide' approach to setting the network's agenda – i.e. they do not seek to initiate activity or set the overall direction of the networks work.
- The average steering committee is composed of 13 members, and meets about 4 times a year. Some have subcommittees to address specific issues.
- Most local networks are not legally constituted except for one of the Indian networks, the Spanish network and the Italian network.
- In general both Global Compact signatories and other interested organizations are invited to participate in network activities.
- Few networks have formalized entry requirements.
- There have been few exclusions of network members [or networks?]. Most of these have been for logo misuse.
- The majority of network participants are businesses, although NGOs, labour groups and academics also participate.

#### **Resources**

- Few networks charge fees. Most combine constant public or UN contributions with private sector contributions for specific activities or events.
- Italy has a fixed budget.

#### **Goals**

- There are significant differences between the ways in which different networks express their goals.
- Most aim to be knowledge networks.
- Some aim to be implementing networks. These are mostly in the developing world where there is an emphasis on partnerships and projects rather than the implementation of the 10 principles.

#### **Contacts and activities**

- Few networks relate with other GC networks.
- Non-UN led networks have little contacts with UN agencies.
- Most activities are information sharing but a few more concrete projects
- Networks meet on average 3 times a year and 50-75 percent of participants attend these meetings.

#### **Weaknesses in local networks identified by this survey:**

- A lack of focus/purpose;
- A lack of clarity about the benefits of CSR in general and local networks in particular;
- A lack of concrete action and limited capacity to take or catalyse action;

- Weak relationships between local networks and NYC
- Low interrelations between local networks;
- Low resources – including a lack of guidelines and access to best practices, and scarce financial resources.

#### **Strengths of the Global Compact Local Networks:**

- The power of the idea;
- Space for dialogue;
- Space for action;
- Commitment of members;
- Experience of members (technically and otherwise);

#### **Suggestions**

There appears to be a need to:

- Move towards higher formality;
- Raise more constant resourcing (e.g. from members);
- Create a homogenous sense of purpose – clear at both local and global level;
- Increase information flows.

### **5.2 Campaign for the roll-out of the 10<sup>th</sup> Principle against Corruption**

The Global Compact Office is launching a major effort to ‘roll-out’ the 10<sup>th</sup> principle. This work will include:

1. Tools, background information, and information on good practice. These have been developed in partnership with organizations with a strong track record of anti-corruption work (including Transparency International (TI) and the International Chamber of Commerce (ICC)).
2. Awareness raising activities
3. Activities that will move beyond awareness-raising to concrete local and industry-specific action orientated working groups at the global and local level. This work will be explicitly linked to public policy, and the implementation of the UN Convention against Corruption. The UN Office on Drugs and Crime has joined the Global Compact and will support this work.

As a part of this roll-out the Global Compact is suggesting the following actions to individual companies and local networks:

- The introduction of anti-corruption policies;
- Reporting on the 10<sup>th</sup> principle in Communications on Progress;
- Sharing of good practice case stories;
- Collaborating with TI and the ICC;
- Engagement in joint sectoral solution-finding;
- Engagement in collective actions with all stakeholders eg TI Integrity Pacts, EITI
- Lobbying for government ratification and implementation of UN Convention against Corruption.

Concrete next steps will involve:

- The publishing of a guidance document.

- The establishment of a global working group on corruption 'Friends of the 10<sup>th</sup> principle' in January 2005 that will create champions to think about implementation. This will undertake research, explore dilemmas and pilot new approaches. This work could be replicated at the national level
- A Business Roundtable on the UN Convention against Corruption Spring 2005.
- A new publication on good practices in Autumn 2005.

Upcoming meetings on the 10<sup>th</sup> principle include:

- German network meeting 16/17 Nov
- OECD, TI, GC meeting, Africa February 2005

What local networks can do:

- Establish national working groups on the 10<sup>th</sup> principle with local champions
- (could also work with multinationals local units or TI/ or new partners from ICC)
- Organize local awareness raising meetings
- Organize local training workshops
- Collect case studies on implementation of anti-corruption policies within companies
- Collect case stories on collective action

### **5.3 Growing Sustainable Business for Poverty Reduction – Presentation by Casper Sonesson and Pascale Bonzom, UNDP**

The aims of this UNDP/Global Compact initiative are to facilitate and broker concrete partnerships and cooperation that enable:

- Large companies to increase investments and grow their business in developing countries based on GC principles
- Domestic and small and medium enterprises to grow and benefit
- Other development actors to realize their goals (equitable economic growth, positive social impact and protection of the environment) lead to MDGs – e.g. investment in water and sanitation, access to energy,

It undertakes two main types of activities:

- Commercially orientated business activities that have positive impact 'Sustainable business'
- Dialogue and activities to address and create a conducive framework and reduce risks for sustainable economic activity (policies administrative procedures etc).

The types of business activities that the initiative aims to stimulate include:

- New business models to reach and serve the base of the economic pyramid;
- Large-to-small enterprise linkages (supply chain, sub-contracting, distribution, franchising etc.)

Examples of current projects:

- In Tanzania Ericsson is working with local partners to develop rural telephony and Tetrapak is working to develop the dairy industry value chain;
- Tanga Cement/Holcim are working to source biomass fuel from farmers;
- Unilever are working with local producers and distributors of their consumer products developing a nut that they can use for oil;

- Hotel chains are working with local suppliers and service providers;
- Large banks are exploring microfinance and SME financing.

Cross-sector partnerships are essential to the work of the GSBI, which facilitates partnerships between businesses, governments and local communities.

The work of GSB in Madagascar was discussed by Pascale Bonzon, from UNDP's Madagascar office. GSB in Madagascar was launched in November 2003 through a multi-stakeholder forum which considered constraints to FDI. It is overseen by a multistakeholder steering committee including the government, civil society groups, UN agencies, donors and the private sector. The Office is based at UNDP and tries to support, identify new project ideas and facilitate action. Each project has a multistakeholder working group. Projects include:

- Two energy projects led by E7 and EDF which are developing a scheme for rural electrification in Northern Madagas, which is hoped will support entrepreneurship in this resource rich region;
- A capacity building and financing project for hydrocarbon transport sector led by Total; and
- A microfinance and business support project led by Societé General.

#### **5.4 The Barcelona Global Compact Centre**

The Barcelona Global Compact Centre developed out of a dialogue at the Barcelona Forum the *Role of Business in the 21<sup>st</sup> century*. The Forum was part of a process of renewal for the city based on dialogue and cooperation involving three levels of government, different political parties, major corporations, NGOs, small associations, individual citizens. During business the dialogue it was suggested that a legacy of the Forum be created in the form of the Barcelona Global Compact Centre which aims to:

- Help making the Global Compact principles a part of business strategy and activities everywhere
- Promote partnerships and dialogue
- Support action, communication, learning and advanced research.

Specific activities that are planned include enhancing global compact accountability by analysing CoPs; producing a pocket guide to CoPs tailored to the needs of different types of Global Compact participants including SMEs and non-profit organizations.

The Centre is also intended to be a meeting point for global compact networks globally and will undertake globally relevant research, including monitoring the degree of convergence between different networks, an annual survey of local networks and an annual report on local networks around the world. It will provide translation services particularly for Spanish speaking countries. The Centre offered to organize the networks meeting annually – although the venue will of course need to move around the world.

Further details can be obtained from:

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#### **Annex: Participant list**

## Global Compact Network Representatives

Name	Country Network	Organisation Name
Flavio Fuertes	Argentina	UNDP
Virginia Malobela	Botswana	UNDP
Marcelo Linguitte	Brazil	Ethos
Adine Mees	Canada	CBSR
Alicia Cecilia Ramirez Gonzalez	Chile	UNDP
Luis Ernesto Salinas	Colombia	GC Colombia Network
Anders Holbech Jespersen	Denmark	Confederation of Danish Industries
John R. Gagain Jr,	Dominican Rep	Presidential Commission on the Millennium Development Goals and Sustainable Development (COPDES). Government of the Dominican Republic
Marcelo A. Vera R.	Dominican Rep	Presidential Commission on the Millennium Development Goals and Sustainable Development (COPDES). Government of the Dominican Republic
Mohamed El Kalla	Egypt	UNDP
Daniela Zampini	Ethiopia	UNDP
Mireia Belli	Spain	Forum Barcelona
Konrad Eckenschwiller	France	Forum des Amis du Pacte Mondial pour la France
Jorg Hartmann	Germany	GTZ
Christy Ahenkora Banya	Ghana	UNDP
Uddesh Kohli	India	Consultancy Development Centre
Imelda Nursanti Rimba	Indonesia	PT Propan Raya
John Curran	Ireland	Musgrave Group
Laura Iucci	Italy	ILO
Antonio Gaudio	Italy	Cittadinanzattiva
Toru Umeda	Japan	Reitaku University
Lynn Khoury	Lebanon	UNDP
Pascale Bonzom	Madagascar	UNDP
Daisy Kambalame	Malawi	Business Consult Africa
Madeline Loh	Malaysia	UNDP
Yessica Gonzalez	Mexico	Coparmex
David Stoneham	Nordic	Nokia
Giuliana Canessa	Peru	Peru 2021
Augusto Rey	Peru	CONFIEP
Malgorzata Greszta	Poland	Responsible Business Forum
Karolina Mzyk	Regional RBEC	UNDP
Jonathan Brooks	Regional RBEC	UNDP
Svetlana Bolotova	Russia	UNDP
Nkosithabile Ndlovu	South Africa	The African Institute of Corporate Citizenship
Manuel Escudero	Spain	Instituto de Empresa
Mohamed Ennaceur	Tunisia	ILO
Anthony Sampson	UK	AVIVA plc

Jim Thomas	US	Novartis Consumer Health
Grace Chibwa	Zambia	

### Government Representatives

Name	Country	Government Department
Peter Hertel Rasmussen	Denmark	Ministry of Foreign Affairs
Claire Thuaudet	France	Ministere des Affaires Etrangeres Groupe Agence Francaise de Development
Henry de Cazotte	France	
Thomas Fitschen	Germany	Federal Foreign Office
Gian Paolo Aloï	Italy	Ministry of Foreign Affairs
Anne Merchant	Norway	Ministry of Foreign Affairs
Lennart Killander Larsson	Sweden	Swedish Foreign Ministry
Niklas Bergstrom	Sweden	Swedish Foreign Ministry
Ralph Freidlaender	Switzerland	Ministry of Foreign Affairs
Graham Minter	UK	

### Agency Staff

Name	Agency
Hans Hofmeijer	ILO
Lene Wendland	OHCHR
Casper Sonesson	UNDP
Cornis Van der Lugt	UNEP
Kai Bethke	UNIDO
Gillian Murray	UNODC
Bruce Rashkow	UNOLA

### Global Compact Office Staff

Name
Georg Kell
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### Others

Name	Organisation Name
James V. Kearney	Latham & Watkins
Jeremy Oppenheim	McKinsey
Liz Whiteley	Oxfam
Martin	Oxfam
Seb Below	SustainAbility
Laurence Cockcroft	Transparency International
David Nussbaum	Transparency International
Jules Peck	WWF – UK
Peter Davis	Business in the Community
Jonas Moberg	IBLF
Fanny Calder	Chatham House

