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Cooperation between United Nations and Private Sector Addressing Issues of Global Concern

by Josef Klee and Uda Klee

The United Nations is not only comprised of member states which, through formal legislative processes, determine the nature and scope of the work programs and activities carried out by the organization. Rather, in accordance with its Charter, the United Nations, “may make suitable arrangements for consultation with non-governmental organizations which are concerned with matters within its competence. Such arrangements may be made with international organizations and, where appropriate, with national organizations after consultation with the Member of the United Nations concerned.”¹

The United Nations, from the outset of its work in 1945, has benefited from the assistance of non-state actors from civil society and non-governmental organizations, (NGOs) in carrying out its programs and activities. Today, about 2100 non-governmental organizations have consultative status with the United Nations Economic and Social Council (ECOSOC). Traditionally, a great number of non-governmental organizations are registered and affiliated with the various specialized programmes and agencies of the United Nations’ System, such as the United Nations Children’s Fund (UNICEF), the World Food Programme (WFP), the United Nations Environment Programme (UNEP) and the World Health Organization (WHO). Increasingly, these non-governmental organizations have become esteemed partners of the respective United Nations bodies and are consulted on policy and program matters and seen as valuable links to civil society.

Moreover, many of these organizations have entered into concrete arrangements of cooperation with the United Nations to lend their expertise and technical assistance to many areas of United Nations’ endeavors and activities. Such cooperative initiatives exist primarily in the field of human rights and humanitarian assistance, social and economic development, poverty eradication and the protection of health and the environment.

Over the past decades, there has been a significant increase in the scale and impact of such cooperation and interaction. This increase in the interaction of the United Nations with non-state actors also reflects the emergence of new types of cooperation and partnerships, which include, multi-stakeholder initiatives such as the Global

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Environment Facility, the Global Alliance for Vaccines and Immunization, the Commission on Sustainable Development and the Information and Communication Technology Task Force.

This commitment to developing partnerships with civil society in general, and non-governmental organizations in particular, including the business community as part of the private sector, was renewed through the Millennium Declaration of the United Nations in the year 2000.²

In this context, the Millennium Declaration recognizes that the private sector...can act as an important supporting partner in pursuit of these United Nations goals and programs. Through trade and investment, the application of environmentally sound technologies, the conservation of water and energy resources, as well as philanthropic engagement, the private sector can play a crucial role in promoting socially and environmentally responsible development and poverty eradication.

In addition to reiterating the purpose of the United Nations to achieve peace and security worldwide, the Millennium Declaration also stresses the commitment of the United Nations to fulfill the pledge of its Charter to, “promote higher standards of living, full employment and conditions of economic and social progress and development”. The Millennium Declaration recognizes that despite advances on many fronts, gross disparities in wealth and well-being continue, and that reducing poverty and redressing inequalities worldwide remain fundamental goals of the United Nations.

In this context, the Millennium Declaration recognizes that the private sector, through the industrial and commercial activities of international corporations, can act as an important supporting partner in pursuit of these United Nations goals and programs. Through trade and investment, the application of environmentally sound technologies, the conservation of water and energy resources, as well as philanthropic engagement, the private sector can play a crucial role in promoting socially and environmentally responsible development and poverty eradication. In addition to generating employment and wealth, the private sector can make a valuable contribution to human resource development through activities in the workplace such as, training, education and health programs.

This above message was underscored by the United Nations’ Secretary-General’s statement that, “The United Nations once dealt only with governments. By now we know that peace and prosperity cannot be achieved without partnerships involving governments, international organizations, the business community and civil society. In today’s world, we depend on each other.”

In addition to the Millennium Declaration, the mandate of the Secretary-General to forge ahead with initiatives for collaboration and partnerships between the United Nations and the private sector was reaffirmed by the debate and the ensuing resolution of the United Nations General Assembly in November 2001. In conjunction with this debate, the United Nations Global Compact Office prepared a report exploring the range and implications of cooperation between the United Nations and non-governmental organizations, including the international business community.³

GUIDELINES FOR COOPERATION BETWEEN UNITED NATIONS AND PRIVATE SECTOR

Over the past 50 years, the United Nations System has developed guidelines, selection criteria and operational procedures for dealing with the private sector, primarily with respect to procurement contracts, accepting philanthropic donations, implementing volunteer arrangements and facilitating the participation of non-state actors, including the business community. Different United Nations entities have developed a variety of institutional structures and policy rules to handle their cooperation with the business sector, tailored to the specific nature and demands of their work programs.

In 1999, the United Nations Administrative Committee on Coordination explored suitable ways of interaction between the United Nations System and the private sector in the context of the challenges of globalization. It was agreed that cooperation with the private sector should focus on the dimension of economic and social development, and that other partners should also be actively engaged, including trade unions and other non-governmental organizations. Furthermore, it was agreed that new alliances and partnerships with key stakeholders, including the private sector, should be based on United Nations values and should ensure the preservation, independence and uniqueness of the United Nations System.

A special working group was charged with drafting appropriate guidelines which would strike the right balance between safeguarding the integrity and independence of the United Nations and, at the same time, preserving the necessary degree of flexibility to encourage successful and innovative approaches towards advancing United Nations goals.

In this context, it was also clarified under what circumstances the use of the name and the emblem of the United Nations by the private sector would be allowed. The use of the name and the emblem of the United Nations is strictly regulated. It involves important policy issues for the organization and requires written approval from the United Nations Legal Office. Permission for the use of a United Nations logo is granted only if the principal purpose of such use is to show support for the purposes, policies and activities of the United Nations, and to advance a specific United Nations' goal. It cannot be used to endorse companies, their products, services or reports on company performance.

Overall, it was emphasized that a basic value framework for choosing a particular partner from the private sector must be observed which would demonstrate that the United Nations is selective when engaging the business community. To this end, it was resolved that the following rules apply: (a) business partners should demonstrate responsible citizenship by supporting United Nations causes and core values as reflected in the Charter and other relevant conventions and treaties; (b) within their sphere of influence, private enterprises should have demonstrated a commitment to meeting or exceeding the principles of the Global Compact by translating them into corporate practice; and (c) business entities that are complicit in human rights abuses, tolerate forced or compulsory labor or the use of child labor, are involved in the sale or manufacture of anti-personnel mines or their components, or otherwise do not meet relevant obligations or responsibilities stipulated by the United Nations, are not eligible for partnership.

A basic value framework for choosing a particular partner from the private sector must be observed which would demonstrate that the United Nations is selective when engaging the business community.

In the year 2000, the final guidelines were accepted by the Secretary-General and distributed to all heads of United Nations offices, departments, funds, programs and specialized agencies. They are designed to provide guidance to United Nations staff without limiting the more specific approaches by agencies in accordance with their particular mandates and areas of competence.

As a result, the United Nations now has established guidelines for cooperation between the United Nations and the business community. These guidelines are intended to serve as a common framework for the entities of the United Nations Secretariat to devise, implement and evaluate cooperative arrangements with business. Other specialized agencies of the United Nations System are encouraged to establish more specific guidelines of cooperation in accordance with their particular mandates and missions.

Irrespective of the specific nature of a particular arrangement, such partnership with the private sector should be guided by the following general principles: (a) the cooperation must advance United Nations goals as set forth in the United Nations Charter; (b) the arrangement must be based on a clear delineation of roles, responsibilities and accountabilities; (c) the arrangement must maintain and should not diminish the United Nations integrity, independence and impartiality; (d) the cooperation should not imply endorsement or preference of a particular business entity or its products or services; and (e) cooperation with the business community sector must be transparent, and information of the nature and scope of cooperative arrangements should be available within the organization and to the public at large.

THE GLOBAL COMPACT AS PARTNERSHIP BETWEEN UNITED NATIONS AND PRIVATE SECTOR ADDRESSING IMPACT OF GLOBALIZATION

The United Nations Secretary-General, Kofi Annan, at the World Economic Forum in Davos in 1999, first appealed to the international business sector to participate in efforts which seek to reconcile the impact of globalization with the interests and concerns of a broad spectrum of stakeholders, including companies and investors, employees and workers, consumers, advocacy groups and communities.

This initiative of the Secretary-General resulted in his proposal for establishing a "Global Compact" among these stakeholders with the goal of seeking solutions to the inherent problems of globalization on a voluntary, cooperative and constructive basis. The proposal was welcomed and supported as an innovative and timely approach by a great number of the groups concerned, and prepared to work together within a common framework to build a more inclusive global market by promoting broadly shared values and practices that reflect global social needs. Such positive response subsequently led to the official launching of the Global Compact in the year 2000 at the United Nations in New York.

The appeal by the Secretary-General was generated by his concern that opposition to globalization in many parts of the world could potentially impede the effectiveness of free markets and international investments, and ultimately threaten social, economic and political stability worldwide. The objective of the Secretary-General's partnership initiative is to address the possible adverse effects from globalization and to focus on correcting such deficiencies through voluntary efforts and constructive cooperation. To this end, the Global Compact was created as an instrument to help non-state organizations to redefine their strategies and courses of action so that all people can share the benefits of globalization, leading to more inclusive and stable societies.

Moreover, the Global Compact is based on the conviction that weaving universal human values into the fabric of existing economic rules, global markets and corporate practices will help to advance broader societal goals and address some of the downsides of globalization while supporting open markets. To this end, the Global Compact seeks to provide a global framework to promote sustainable growth through enhancing good corporate citizenship and social responsibility.

Therefore, the creation of the Global Compact has to be seen from the perspective of the fact that globalization has become a driving and irreversible force for global economic and social development with the business sector as one of the key actors in the world economy. The premise of the Global Compact thus, is to view business as an agent of positive change and as part of the solution to eliminate, or, at least, to ameliorate detrimental effects from globalization.

Emphasizing the importance of making the Global Compact work, United Nations Secretary-General Kofi Annan, in his address to international business and political leaders attending the Global Economic Forum in New York in January 2002, reiterated: "The reality is that power and wealth in this world are very, very unequally shared, and that far too many people are condemned to lives of extreme poverty and

degradation. The perception, among many, is that this is the fault of globalization; and that globalization is driven by a global elite composed of – or at least represented by—the people who attend this gathering.”⁴

“I believe that perception is wrong and that globalization, so far from being the cause of poverty and other social ills, offers the best hope of overcoming them...Left alone in their poverty, those countries are all too likely to collapse or relapse into conflict and anarchy, a menace to their neighbors and potentially a threat to global security.”

At the same event, the Secretary-General appealed to the audience to be sensitive to the opposition their influence had engendered, saying that the opposition claims that “you are interested *only* in economics, or in profit, and that you do not care about the social effects of your economic activities. And that criticism resonates around the world.” He added, “I believe that perception is wrong and that globalization, so far from being the cause of poverty and other social ills, offers the best hope of overcoming them. But it is up to you to prove it wrong, with actions that translate into concrete results for the downtrodden, exploited and excluded.”

He urged the business leaders to improve their efforts on behalf of the least developed economies: “Left alone in their poverty, those countries are all too likely to collapse or relapse into conflict and anarchy, a menace to their neighbors and potentially—as the events of 11 September so brutally reminded us—a threat to global security. Yet taken together, their peoples represent a very large potential market—and many of their disadvantages could be offset if international business and donor governments adopted a common strategy aimed at making them more attractive to investment and ensuring that it reaches them.”

Expressing his opinion about the need for the private sector to become involved, the United Nations Secretary-General remarked: “Business cannot afford to be seen as the problem. It must, working with government and with all the other actors in society, be part of the solution.”

THE GLOBAL COMPACT IN ACTION

The overall objective of the Global Compact is to engage the private sector to work directly with the United Nations, and in partnership with international labor and other non-governmental organizations, to identify, disseminate and promote good corporate practices based on universal principles. In the words of the United Nations Secretary-General: “Let us choose to unite the power of markets with the authority of universal ideals. Let us choose to reconcile the creative forces of private entrepreneurship with the needs of the disadvantaged and the requirements of future generations.”

Based on this premise, the Global Compact was initiated as a call to business

leaders around the globe to promote and apply within their own spheres of influence, a set of nine universally agreed principles in the areas of human rights, labor standards and environmental protection. These principles were selected on the basis of, firstly, having been developed through international intergovernmental agreements and, secondly, having operational and strategic relevance to the private sector.

Regarding its operational structure, the Global Compact is designed as a multi-stakeholder learning, dialogue and action network, driven largely by the activities of its business and civil society participants under the guidance of a small Global Compact Office located within the United Nations Secretariat. The network is composed of United Nations entities; the private sector (both companies and business associations); trade unions; non-governmental organizations active in the areas of environment, labor, human rights and development; and academic institutions. The United Nations bodies involved in the core operational aspects of the initiative are the International Labour Organization (ILO), the United Nations Environment Programme (UNEP), the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Development Programme (UNDP). The Global Compact Office draws on the expertise of these specialized agencies in matters of substance concerning its own programming as well as the activities of the participating stakeholders.

The Global Compact is designed as a multi-stakeholder learning, dialogue and action network.

It must be stressed that the Global Compact is based on voluntary participation and does not constitute a regulatory instrument or a legally binding and enforceable code of conduct or a forum for policing corporate policies and practices. Monitoring and verification of corporate practices does not fall within the mandate or the institutional capability of the United Nations. Thus, the Global Compact is not intended as, and does not have the capacity to be, an instrument of authority to enforce compliance with corporate standards of conduct. Rather, it should be viewed as a values platform and a network for dialogue and information exchange that provides a global framework through which its participants are able to publicly support a specific set of universally agreed values and the work of the United Nations.

At the same time, this framework serves to enable participating companies to learn lessons from each other on implementing environmental, labour and human rights principles in their own business activities, hereby initiating practical action to address the challenges of globalization. This effort by participating companies should be valued as their contribution to safeguarding free and equitable global markets and promoting sustainable economic growth worldwide for the benefit of all mankind. As such, the Global Compact must be seen as a voluntary initiative that seeks to provide a global framework to create good corporate citizenship and promote sustainable growth through responsible and committed corporate leadership.⁵

NINE PRINCIPLES AS BASIS OF THE GLOBAL COMPACT

The Secretary-General has proposed that international companies, as participants in the Global Compact, adopt and apply a set of core values and principles for the practice of their global operations in the areas of human rights, labor standards and environmental concerns.

This effort by participating companies should be valued as their contribution to safeguarding free and equitable global markets and promoting sustainable economic growth worldwide for the benefit of all mankind.

Combined, these core values are comprised of nine principles drawn from the Universal Declaration of Human Rights, the Declaration on Fundamental Principles and Rights at Work established by the International Labour Organization (ILO), and the Rio Declaration on Environment and Development

These nine principles to be observed by the companies participating in the Global Compact, are:

- In the area of Human Rights -

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. ensure that they are not complicit in human rights abuses.

- Regarding Labour Standards -

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; as well as
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. eliminate discrimination in respect of employment and occupation.

- Concerning the Protection of the Environment -

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

In this context, it is interesting to note that the Rio Declaration on Environment and Development, adopted by the United Nations Conference on Environment and Development in 1992, expresses the same objective as envisioned by the United Nations Secretary-General when he proposed the establishment of the Global Compact in 1999. The Rio Declaration on Environment and Development expressively seeks to

pursue “the goal of establishing a new and equitable global partnership through the creation of new levels of cooperation among states, key sectors of societies and people, working towards international agreements which respect the interests of all and protect the integrity of the global environmental and developmental system, recognizing the integral and interdependent nature of the earth, our home.” In its provisions, the Rio Declaration stipulates that, “Human beings are at the center of concerns for sustainable development” and that “In order to achieve sustainable development, environmental protection shall constitute an integral part of the development process and cannot be considered in isolation from it.” Most importantly, however, the Global Compact draws on the same basic idea expressed in another provision of the Rio Declaration: “Environmental issues are best handled with participation of all concerned citizens, at the relevant level.”⁶

“Human beings are at the center of concerns for sustainable development.”

The Global Compact challenges companies to act on these nine principles throughout the activities in their own corporate domains; particularly to develop policies and business practices and to target initiatives consistent with these core principles.

Companies wishing to engage in the Global Compact, have to declare expressively in writing to the United Nations Secretary-General that they support the tenets of the Global Compact and that they are committed to take the following actions:

- (a) Issue a clear statement of support for the Global Compact and its nine principles, and to publicly advocate the Global Compact. This action may include:
 - Informing employees, shareholders, customers and suppliers.
 - Integrating the Global Compact and its nine principles into the corporate development and training program.
 - Incorporating the principles of the Global Compact in the company’s mission statement.
 - Including the Global Compact commitment in the company’s Annual Report and other public documents.
 - Issuing press-releases to make the commitment public.
- (b) Provide, once a year, a concrete example of progress made or lessons learned from implementing the principles within its corporate domain.

**STRATEGY FOR IMPLEMENTATION OF GLOBAL COMPACT:
LEARNING FORUM - POLICY DIALOGUE - INITIATIVES**

The Global Compact is designed to provide a framework, a platform and a network for constructive interchange between all participating stakeholders for the purpose of

finding solutions to eliminate, or at least alleviate, the detrimental effects of globalization towards achieving fair and equitable social and economic development for the benefit of all the peoples worldwide. By way of an initial process of consultation with various partners, the Global Compact Office at the United Nations has developed a three-pronged implementation strategy to make the Global Compact work, namely through emphasis on learning, dialogue and action.

To this end, each year, participating companies are required to submit and share an example of a concrete business action undertaken to apply at least one of the nine principles of the Global Compact within its corporate domain. These examples pass through several rounds of analysis and questions by academics and experts participating in the Global Compact before being posted publicly on the Internet for more extensive public review and debate. Subsequently, these examples will form the basis of a learning bank, identifying and describing factors for success and causes for failure in implementing the principles of the Global Compact, and thereby disseminating lessons learned in the effort to translate general principles into concrete management practices.

This process endows the Global Compact with a learning forum and aspires to help companies learn directly from one another, and also from the commentary provided by labor groups, civil society organizations, as well as the participating academic and public policy communities. Leading academic institutions from both, industrialized nations and developing countries, are supporting the Global Compact Office in its effort to facilitate this learning forum. The Office plans to conduct comprehensive case studies with the assistance of these institutions, based on an expansion of the issues raised in selected examples submitted by the participating companies. In the future, the Global Compact Office might seek to work with the support of an academic infrastructure designed to be responsive to the regional differences of the operations of participating companies.

Another component of the format for the Global Compact consists of providing a platform for dialogue. Each year, the Global Compact Office organizes a series of multi-stakeholder policy dialogues to address the key challenges of globalization. Such a dialogue provides a platform for substantive exchange of views focusing on a specific issue. As a result, it encourages the formations of action networks between the participating groups in pursuit of innovative solutions to complex problems.

Through its web-site, the Global Compact Office is able to make information available on the internet on activities carried out by the participating companies related to their efforts to advance the implementation of the nine principles of the Global Compact. This information includes in particular corporate activities initiated and carried out to address the development needs of poorer countries, or partnership projects undertaken as outreach to their local communities or society in general. Many of these partnership projects are conducted in cooperation with other national or international organizations, including the United Nations, civil society associations or aid agencies. The objective of these activities is to harness the expertise and resources of the private sector to help achieve broadly accepted United Nations goals. Many companies participating in the Global Compact are already undertaking partnership

projects in diverse areas, for example: investment, micro-credit, labor-accords, the reduction of carbon dioxide emissions, HIV/AIDS, and programs to expand basic education in local communities, etc.

STATUS OF IMPLEMENTATION

The Global Compact evolved as a personal initiative of the United Nations Secretary-General and was launched under his auspices as an official United Nations program in the year 2000.

A small support structure has been established in the form of the Global Compact Office to sustain the initiative and to ensure quality control regarding its implementation. The staff of the Office reports directly to the United Nations Secretary-General.

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The Global Compact Office receives its financial resources from voluntary contributions by member states and civil society foundations. Since there is a particular need to safeguard the neutrality and integrity of the United Nations, the Global Compact Office cannot accept contributions from the private sector, in particular not from participating companies.

As a major step towards strengthening the legitimacy of the Global Compact and the work undertaken within its framework, in January 2002, the Secretary-General has installed an Advisory Council comprised of 17 eminent persons with diverse backgrounds of expertise, including senior business executives, international labor leaders, heads of civil society organizations and academic experts, as well as the permanent representatives of five United Nations member states. The establishment of the Advisory Council marked the creation of the first United Nations advisory body composed of both public and private sector leaders who together will assist the Secretary-General in his effort to promote cooperative solutions to the dilemmas and challenges of globalization.

The Advisory Council will put forward recommendations to the Secretary-General regarding the operations of the Global Compact Office and its work program. In particular, the Advisory Council is expected to suggest measures of policy and procedure which might enhance the quality of work and the standards of participation in the Global Compact. To this end, the Advisory Council has been designed as an interdisciplinary body encompassing a diverse range of professional sectors.

The members of the Advisory Council are appointed by the Secretary-General and act as experts in their individual, rather than institutional capacity, while its

members, representing the United Nations member states serve as observers. They serve in rotating terms of two and three years and will convene for formal meetings twice per year.

The Global Compact Office is currently engaged in a comprehensive outreach program to spread the word about the mission of the Global Compact and to extend the scope of its membership and activities worldwide. Currently, more than 400 companies from all regions of the world have joined the Global Compact which is evolving into the first global forum designed to cooperatively address critical issues emanating from globalization. The companies participating in the Global Compact represent diverse industry sectors and geographic regions, but are united in their resolve to join efforts to contain the detrimental effects of globalization, and aspire to manage global growth in a responsible manner.

The aims and the concept of the Global Compact have been widely accepted in industrialized nations as well as the developing world. It has been recognized that the Global Compact can serve as an ideal instrument and component in achieving overall social and political stability and thus create sound conditions for attracting more trade and investment, hereby ultimately generating more sustainable and equitable development and better living conditions for all people in the countries concerned.

International business organizations and trade associations have played an active role in promoting the Global Compact, including the International Chamber of Commerce (ICC) and the International Organization of Employers (IOE). These business associations have organized meetings and provided information on the Global Compact to its affiliated members.

Activities and events to promote the tenets of the Global Compact have been taken up in more than thirty countries; and the most intense participation can be observed in developing countries, most prominently in India and Brazil. This demonstrates that not only multinational corporations from the industrialized North but also corporate leaders from the South have realized the potential of the Global Compact to serve as an effective tool for their businesses to play an important role in shaping the economic and social development of their own countries.⁷

A great number of participating corporations, non-governmental organizations and United Nations member states in all geographical regions, have launched numerous initiatives such as conferences, seminars, joint projects etc. in support of the Global Compact. These events and activities are listed and described on the web-site of the United Nations Global Compact Office.⁸

There have been expressions of opposition to the establishment of the Global Compact as an initiative put forward by the United Nations. Some critics believe that the Global Compact, as it is currently being designed and implemented, carries the danger of weakening the integrity and the mission of the United Nations. These critics maintain that subscribing to the Global Compact allows the participating companies to embellish their reputation in the public through their association with the United Nations, without necessarily intending to commit themselves to truly follow the principles of corporate conduct embodied in the Compact. They accuse

the participating companies of using the Global Compact, with the United Nations seal of approval, for public relations purposes only to improve their public image without ever changing their objectionable corporate behavior.

In addition, these critics feel that the Global Compact is ineffectual and meaningless because it is voluntary and non-binding and, therefore, lacks monitoring and enforcement authority to control compliance by the participating companies.

Both of these objections, however, seem to be groundless and disingenuous. The same critics who raise them are, at the same time, diligently engaged as corporate watch groups closely monitoring the operations and the conduct of companies which have exposed themselves voluntarily to public scrutiny and criticism by joining the Global Compact. The critics are free to gather information and expose exploitative behavior by the companies and they have the opportunity, in constructive cooperation with the United Nations, to raise their voices towards bringing about a correction of such violations.

The process of implementing the Global Compact is continuously evolving and the Global Compact Office at the United Nations has taken a flexible and open-minded approach regarding the methods and procedures for executing its mission. The success of the Global Compact will ultimately be measured by how effectively it stimulates actions and brings about change. At the same time, the success of the Global Compact may signal that the United Nations has become a more salient player in forging new instruments through which to manage the consequences of globalization.

Notes

¹ Charter of the United Nations, June 1945

² The United Nations Millennium Declaration, September 2000

³ Report of the United Nations Secretary-General to the 56th United Nations General Assembly in the year 2001, concerning: "Cooperation between the United Nations and all Relevant Partners, in particular the Private Sector"

⁴ Address of United Nations Secretary-General, Kofi Annan, to the World Economic Forum in New York, January 2002

⁵ Former United Nations Assistant Secretary-General John Gerard Ruggie, Professor, Harvard University

⁶ Rio Declaration on Environment and Development, 1992

⁷ George Kell, Executive Head, United Nations Global Compact Office

⁸ United Nations Global Compact Web-site: www.unglobalcompact.org