

References

This brief list of selected references is designed to help the interested reader navigate the broad and continuously expanding literature on partnerships.

The bibliography is divided into the following six subsections:

- (1) The United Nations and partnerships
- (2) The partnership paradigm
- (3) Globalization, global governance and United Nations reform
- (4) United Nations Global Compact Office Publications
- (5) Business, Corporate Social Responsibility and the Millennium Development Goals
- (6) United Nations guidelines and other relevant official documents

The United Nations and partnerships

These references provide an array of the literature on partnerships between business, civil society and the United Nations. They encompass partnership reports by organizations within the United Nations system, internal and external stakeholder reviews and conceptual analyses of partnership development and activities.

Andanova, Liliانا B and Marc A. Levy. (2004). "Franchising Global Governance: Making Sense of the Johannesburg Type II Partnerships." **Yearbook of International Co-operation on Environment and Development**, 2003/2004. London: Earthscan.

Buse, Kent and Amalia Waxman (2001). "Public-Private Health Partnerships: A Strategy for WHO." **Bulletin of the World Health Organization**, vol. 79, No. 8.

Friedrich, Alexander Gunther and Valence E. Gale (2004). **Public-Private Partnership within the United Nations System: Now and Then**. Bielefeld: Bertelsmann.

Hale, Thomas N. and Denise L. Mauzerall (2004). "Thinking Globally and Acting Locally: Can the Johannesburg Partnerships Coordinate Action on Sustainable Development?" **Journal of Environment & Development**, vol. 13, No. 3.

Institute for Health Sector Development (2003). **Independent External Evaluation of the Global Stop TB Partnership**. Geneva: Stop TB. (Report accessible online at <http://www.stoptb.org>.)

Kettler, Hannah and Karen White (2003). **Valuing Industry Contributions to Public-Private Partnerships for Health Product Development**. Geneva: Global Forum for Health Research, The Initiative on Public-Private Partnerships for Health. (Report accessible online at <http://www.ippph.org>.)

Reinicke, Wolfgang H., Francis M. Deng, et al. (2000). **Critical Choices: The United Nations, Networks and the Future of Global Governance**. Ottawa: International Development Research Centre.

Richter, Judith (2004). "Public-private Partnerships for Health: A trend with no alternatives?" **Development**, vol. 47, No. 2.

Save the Children UK (2002). **New Products into Old Systems. The Global Alliance for Vaccines and Immunization (GAVI) from a Country Perspective.** London: London School of Hygiene and Tropical Medicine. (Report accessible online at <http://www.savethechildren.org.uk>)

Utting, Peter (2000). "UN-Business Partnerships: Whose Agenda Counts?" **Transnational Associations**, vol. 53, No. 3.

Witte, Jan Martin, Charlotte Streck and Thorsten Benner, editors (2003). **Progress or Peril? Partnerships and Networks in Global Environmental Governance. The Post-Johannesburg Agenda.** Berlin: Global Public Policy Institute.

World Bank (2002). **Health in Your Hands: Lessons from Building Public-Private Partnerships for Washing Hands with Soap.** Washington, D.C.: World Bank (Report accessible online at <http://www.globalhandwashing.org>.)

Zammit, Ann (2003). **Development at Risk: Rethinking UN-Business Partnerships.** Geneva: South Centre.

The partnership debate

Partnerships between the public sector and private sector entities (including business and civil society) have sparked a dynamic debate among theorists and practitioners in recent years. This section offers a selection of positions by influential experts and opinion-makers.

Benner, Thorsten, Wolfgang H. Reinicke and Jan Martin Witte (2004). "Multisectoral Networks in Global Governance: Towards a Pluralistic System of Accountability." **Government and Opposition**, vol. 39, No. 2.

Berger, Ida E., Peggy H. Cunningham and Minette E. Drumwright (2004). Social Alliances: Company/Nonprofit Collaboration. **California Management Review**, vol. 47, No. 1.

Börzel, Tanja A. and Thomas Risse (2005) "Public-Private Partnerships: Effective and Legitimate Tools of International Governance?" in **Complex Sovereignty: Reconstituting Political Authority in the Twenty-first Century**, E. Grande and L. W. Pauly, eds. Toronto: University of Toronto Press.

Farlam, Peter (2005). **Working Together: Assessing Public-Private Partnerships in Africa.** Nepad Policy Focus Series. Braamfontein: The South African Institute of International Affairs.

Osborne, Stephen P. (2000). **Public-Private Partnerships: Theory and Practice in International Perspective.** Routledge Advances in Management and Business Studies, 19. London: Routledge.

Reich, Michael, editor (2002). **Public-Private Partnerships for Public Health**, Harvard Series on Population and International Health. Cambridge, MA: Harvard Centre for Population and Development Studies.

Warner, Michael and Rory Sullivan, editors (2004). **Putting Partnerships to Work: Strategic Alliances for Development Between Government, the Private Sector and Civil Society.** Sheffield, UK: Greenleaf Publishing.

World Economic Forum (2005). **Financing for Development Initiative Interim Report.** Cologny/Geneva: World Economic Forum. (Report available online at <http://www.weforum.org>.)

Globalization, global governance and United Nations reform

This section is intended to serve as an introduction to literature on the impact of economic and political globalization, its implications for governance mechanisms and the United Nations' particular role in global governance.

Annan, Kofi A. (2005). "In Larger Freedom: Decision Time at the UN." **Foreign Affairs**, vol. 84, No. 3.

Annan, Kofi A. (2000). **We the Peoples: The Role of the United Nations in the 21st Century**. New York: United Nations. (Report available online at <http://www.un.org/sg/millennium>.)

Kaul, Inge, Pedro Conceicao, Katell Le Goulven and Ronald U. Mendoza, eds. (2003). **Providing Global Public Goods: Managing Globalization**. New York: Oxford University Press.

Keohane, Robert and Joseph S. Nye, Jr. (2001). "The Club Model of Multilateral Cooperation and Problems of Democratic Legitimacy." In **Efficiency, Equity and Legitimacy: The Multilateral Trading System at the Millennium**, R. B. Porter, P. Sauvé, A. Subramanian, A. B. Zampetti, eds. Washington, D.C.: Brookings Institution Press.

Reinicke, Wolfgang H. (1998). **Global Public Policy: Governing Without Government?** Washington, D.C.: Brookings Institution Press.

Smith, Gordon and Moisés Naím (2000). **Altered States: Globalization, Sovereignty and Governance**. Ottawa: International Development Research Centre.

United Nations Global Compact Office Publications

Claude Fussler, Aron Cramer, Sebastian van der Vegt, eds. (2004). **Raising the Bar: Creating Value with the United Nations Global Compact**. Sheffield: Greenleaf Publishing.

Sustainability and the United Nations Global Compact Office (2004). **Gearing Up: From Corporate Responsibility to Good Governance and Scalable Solutions**. London: Sustainability

United Nations Global Compact Office (2004). **Who Cares Wins: Connecting Financial Markets to a Changing World**. New York: United Nations

United Nations Global Compact and the Office of the United Nations High Commissioner on Human Rights (2004). **Embedding Human Rights in Business Practice**. New York/Geneva: United Nations.

United Nations Global Compact Office (2005). **Enabling Economies of Peace: Public Policy for Conflict-Sensitive Business**. New York: United Nations.

United Nations Global Compact Office (2002). **Building Partnerships: Cooperation between the United Nations system and the private sector**. New York: United Nations.

Business, Corporate Social Responsibility, and the Millennium Development Goals

The role of business in an ever-shrinking global society is contested. Yet the United Nations Millennium Development Goals can only be achieved in collaboration with the private sector. Corporate Social Responsibility is frequently quoted as a means through which business can contribute to the achievement of the MDGs.

Carpenter, George and Peter White (2004). "Sustainable Development: Finding the Real Business Case." **Corporate Environmental Strategy: International Journal for Sustainable Business**, vol. 11, No. 2.

Florini, Ann (2004). "Business and Global Governance. The Growing Role of Corporate Codes of Conduct." **Brookings Review**, vol. 21, No. 2.

Fussler, Claude (2004). "Responsible Excellence Pays!" **Journal of Corporate Citizenship**, vol. Winter 2004, No. 16.

Henderson, David (2005). "The Role of Business in the World of Today." **Journal of Corporate Citizenship**, vol. Spring 2004, No. 17.

Shell Foundation (2005). **Enterprise Solutions to Poverty: Opportunities and Challenges for the International Development Community and Big Business**. London: Shell Foundation. (Report available online at <http://www.shellfoundation.org>.)

United Nations Commission on the Private Sector & Development (2004). "Unleashing Entrepreneurship: Making Business Work for the Poor." Report to the Secretary-General of the United Nations. New York: United Nations.

Millennium Project (2005). "Investing in Development. A Practical Plan to Achieve the Millennium Development Goals." Report to the Secretary-General. New York: United Nations Development Programme.

Ruggie, John Gerard, editor (2004). **The Impact of Corporations on Global Governance: a Report of the Empire and Democracy Project**. New York: Carnegie Council on Ethics and International Affairs.

United Nations guidelines for partnering with business (and other United Nations documents)

Partnering with external stakeholders presents both an opportunity and a challenge to organizations within the United Nations system. The following references represent a selection of official United Nations guidelines and handbooks for partnerships.

Food and Agricultural Organization (2005). Terms of Reference For An Evaluation of FAO's Cross-organizational Strategy Broadening Partnerships and Alliances. Rome: FAO. (Available online at http://www.fao.org/docs/eims/upload/170854/Final_tor_partnership.doc)

United Nations (2001). The role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially through information and communication technologies, inter alia, through partnerships

with relevant stakeholders, including the private sector. Report of the Secretary-General (E/2001/59). New York: United Nations.

United Nations (2003). Enhanced cooperation between the United Nations and all relevant partners, in particular the private sector. A/58/227. (Available online at <http://www.un.org/business>.)

United Nations Department of Economic and Social Affairs (2000). Bali Guiding Principles. New York: United Nations (Available online at http://www.un.org/esa/sustdev/partnerships/bali_guiding_principles.htm.)

United Nations Development Programme (2002). UNDP and the Business Sector. Working Together to Fight Poverty. New York: UNDP. (Available online at <http://www.undp.org/business/buse9dec02.pdf>.)

United Nations Development Programme (2004). UNDP and the Private Sector. Building Partnerships for Development. New York: UNDP. (Available online at <http://www.undp.org/business/docs/UNDP%20The%20Private%20Sector.pdf>.)

United Nations Development Programme (2001). UNDP Guidelines for Working with the Business Sector. New York: UNDP. (Available online at http://www.undp.org/business/New%20Guidelines_final071201.doc.)

United Nations Development Programme (2001). UNDP Policy Statement on Working with the Business Sector. New York: UNDP. (Available online at http://www.undp.org/business/UNDP_pspolicy_72001_final.doc.)

United Nations High Commissioner for Refugees (n.d.). UNHCR Corporate Code of Conduct. Geneva: UNHCR. (Available online at <http://www.unhcr.ch/cgi-bin/texis/vtx/partners?id=3d904d954>.)

United Nations Industrial Development Organization (2002). Partnership Guide. Vienna: UNIDO. (Available online at <http://www.unido.org/en/doc/12982>.)

United Nations Industrial Development Organization (2002). What UNIDO does. Vienna: UNIDO. (Available online at <http://www.unido.org/file-storage/download/?file%5fid=12976>.)

United Nations Industrial Development Organization (2004). Operationalizing UNIDO's Corporate Strategy. Services and Priorities for the Medium Term. 2004-2007. Vienna: UNIDO. (Available online at http://www.unido.org/file-storage/download/?file_id=21545.)

United Nations International Children's Fund (2001). UNICEF Guidelines and Manual for Working with the Business Community. Identifying the Best Allies. Developing the Best Alliances. New York: UNICEF. (Available online at [http://www.unicef.org/videoaudio/PDFs/Summaryguidelines\(1\).doc](http://www.unicef.org/videoaudio/PDFs/Summaryguidelines(1).doc).)

United Nations Volunteers (2005). The Private Sector and Volunteerism for Development. A Guidance Note for Volunteer-Involving Organizations. Draft as of 6/05/2005. Bonn: UNV. (Available online at http://glow.civiblog.org/V4D_GuidanceNote_PvtSector_Eng.pdf.)

World Health Organization (2000). Guidelines on Working with the Private Sector to Achieve Health Outcomes. Report by the Secretariat. Geneva: WHO. (Available online at http://www.who.int/gb/ebwha/pdf_files/EB107/ee20.pdf.)

World Health Organization (2001). Strategic alliances. The role of civil society in health. Discussion Paper No. 1. Geneva: WHO. (Available online at http://www.who.int/civilsociety/documents/en/alliances_en.pdf)

Acronyms

| | |
|-------------------|------------------------------------------------------------------------|
| ACMA | Indian Automotive Component Manufacturers Association |
| CEB | United Nations System Chief Executives Board for Coordination |
| CECI | Centre Canadien d'Étude et de Coopération Internationale |
| CERES | Coalition for Environmentally Responsible Economies |
| CIDA | Canadian International Development Agency |
| CSD | United Nations Commission on Sustainable Development |
| CWG | Collaborative Working Group |
| DESA | UN Department of Economic and Social Affairs |
| DSD | Division for Sustainable Development |
| DTIE | Division of Technology, Industry and Economics |
| ECOSOC | United Nations Economic and Social Council |
| FAO | Food and Agricultural Organization |
| GAIN | Global Alliance for Improved Nutrition |
| GC | Global Compact |
| GRI | Global Reporting Initiative |
| GSM | Global System for Mobile Communications |
| GTZ | German Agency for Technical Cooperation |
| HAT | Human African Trypanosomiasis (sleeping disease) |
| IFRC | International Federation of Red Cross and Red Crescent Societies |
| IUCN | World Conservation Union |
| MDGs | Millennium Development Goals |
| MSF | Médecins Sans Frontières (Doctors Without Borders) |
| NFA | National Fortification Alliance |
| NFP | National Fortification Programme |
| NGOs | Non-Governmental Organizations |
| OCHA | United Nations Office for the Coordination of Humanitarian Affairs |
| PNK | Projet National Karité |
| R&D | Research and Development |
| RBEC | Regional Bureau for Europe and the Commonwealth of Independent States |
| SEED | Supporting Entrepreneurs for Environment and Development |
| SME | Small and Medium-sized Enterprises |
| TB | Tuberculosis |
| UGK | Unions des Groupements Kiswendsida |
| UN ICT | United Nations Information and Communication Technologies Task Force |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDAC | United Nations Disaster Assessment and Coordination |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNEP | United Nations Environment Programme |
| UNESCAP | United Nations Economic and Social Commission for Asia and the Pacific |
| UNFIP | United Nations Fund for International Partnerships |
| UN-HABITAT | United Nations Human Settlements Programme |
| UNICEF | The United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| UNIFEM | United Nations Development Fund for Women |
| UNITAR | United Nations Institute for Training and Research |
| UNSSC | United Nations System Staff College |
| USAID | United States Agency for International Development |
| WEHAB | Water, Energy, Health, Agriculture and Biodiversity |
| WFP | United Nations World Food Programme |
| WHO | World Health Organization |
| WSSD | World Summit on Sustainable Development |

Acknowledgments

This report is a product of excellent teamwork. The authors would like to thank Elisabeth Heid, Michael Okrob and Claudius Furtwängler (GPPi) for researching and writing the case studies for this report and for providing comments and encouragement along the way. In addition, Thorsten Benner (GPPi) and Sören Buttkerreit (GPPi and McKinsey & Company) provided critical feedback on drafts of the report and thereby helped to shape it in important ways. A special thank you to the United Nations Global Compact designer Upasana Young for her patience, persistence and graphic skills.

The research, writing and publication of this report would not have been possible without the input of numerous individuals from the United Nations, business and civil society. The authors would like to thank the following people in particular, who answered questionnaires, agreed to being interviewed and provided a wide range of information and advice.

United Nations (in alphabetical order)

Subramonia Ananthakrishnan (UN Habitat), William Andrianasolo (UNV), Maria Theresa Angulo (OCHA), Zvetolyub Basmajiev (UN DESA), Rachel Bedouin (FAO), Kai Bethke (UNIDO), Pascale Bonzom (UNDP), Sandro Calvani (UNODC), Jason Cardosi (World Bank), Liliana Frierio-Berglund (UNFPA), Rune Froseth (OCHA), Cherif Ghaly (OCHA), Daniela Giacomelli (UN ICT Task Force), Anne-Marie Grey (UNICEF), Eckhard Hein (FAO), Michael Hooper (UNDP), Jean-Georges Jannin (WHO), Michael Jarvis (World Bank), Terry Jegggle (ISDR), Arun Kashyap (UNDP), William Kennedy (UNFIP), Igor Kondratyev (UNDOC), Christelle Loupforest (OCHA), Wilfried Luetkenhorst (UNIDO), Monica Marshall (WFP), Sarah McCue (World Bank), Philipp Müller-Wirth (UNESCO), David Murphy (UNSSC), Marit Nilses (UNESCAP), Christophe Nuttall (UNITAR), Sonia Obregon (UNDP), David O'Connor (UN DESA), Amanda Pimgree (IFAD), Oscar de Rojas (UN DESA FfD Office), Frans Röselaers (ILO), Gian Piero T. Roz (International Trade Centre), Mita Sen (UN DESA), Krishnan Sharma (UN DESA FfD Office), Casper Sonesson (UNDP), Sean Southey (UNDP), Seynabou Tall (UNIFEM), Aysen Tanyeri-Abur (FAO), Cornelius van der Lugt (UNEP), Vera Weil-Halle (IFAD), Lene Wendland (OHCHR).

Business (in alphabetical order)

Michael Anthony (Allianz), Graham Baxter (BP), Thomas Bergmark (IKEA), Andreas Blüthner (BASF), Mandy Cormack (Unilever), Luke Disney (TNT), Katarina Eriksson (Tetra Pak), Randy Gossen (Nexen), Françoise Grumberg (Alcatel), Gabriele Hartmann (SAP), Stefanie Held (WEF), Dominique Heron (Veolia), Hanns-Michael Hölz (Deutsche Bank), Annette Kunde (BASF), Marie-Alice Lallemand Flucher (Dexia), Steve Lennon (ESKOM), Dag Nielsen (Ericsson Response Programme), Carolyn Nimmy (CapGemini), Ludo Oelrich (TNT), Geraldine Pauly (Accor), Richard Samans (WEF), Anthony Sampson (AVIVA), Christine Schneider (Henkel), Luca Sciolli (ENI), Helen Sullivan (Shell), Nicolás Umaña Jimeno (Carrefour Venezuela), Valerie Weinzierl (WEF), Peter White (Procter and Gamble).

Other (in alphabetical order)

Markus Beckmann (Wittenberg Centre for Global Ethics), David Beffert (GPPi), Johanna Brinkmann (Wittenberg Centre for Global Ethics), Fernando Fernandez (Amnesty International Venezuela), Jörg Hartmann (GTZ), Ulrike Haupt (BMZ), Minu Hemmati (Seed Initiative), Vanessa Herringshaw (Save the Children UK), Paula Hildebrandt (GTZ), Bernd Lunkenheimer (GTZ), Berangere Margarinos (GAIN), Jane Nelson (Harvard University and IBLF), Angela Scholl (Galaxar, S.A.), Valerie Schuster (Wittenberg Centre for Global Ethics).

We would like to extend our thanks to the participants of a United Nations System Private Sector Focal Points Meeting co-hosted by the UN Global Compact and the UN System Staff College in May 2005 and to the participants of a GPPi Discussion Series Meeting in June 2005, during which some of the result of this study were presented and discussed.

A special thank you to Melissa Powell and Georg Kell of the United Nations Global Compact Office who entrusted us with this project and who provided critical support and intellectual stimulus along the way.

About the United Nations Global Compact

The United Nations Global Compact is an international voluntary initiative that brings companies together with United Nations agencies, labour and civil society to support ten principles in the areas of human rights, labour, the environment and anti-corruption. Through the power of collective action, the Global Compact seeks to advance responsible corporate citizenship and help business become part of the solution to the challenges of globalization. The Compact relies on public accountability, transparency and the enlightened self-interest of companies, labour and civil society to:

- Mainstream the ten principles in business activities around the world
- Catalyze actions in support of United Nations goals

The United Nations Global Compact is an expanding network of over 2,000 participants from all regions of the world. At its core are the United Nations Global Compact Office and six United Nations agencies: the Office of the High Commissioner for Human Rights, the United Nations Environment Programme, the International Labour Organization, the United Nations Development Programme, the United Nations Industrial Development Organization and the United Nations Office on Drugs and Crime.

The United Nations Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption. The principles are as follows:

Human Rights

- 1** Businesses should support and respect the protection of internationally proclaimed human rights, and
- 2** make sure that they are not complicit in human rights abuses.

Labour

- 3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining,
- 4** the elimination of all forms of forced and compulsory labour,
- 5** the effective abolition of child labour, and
- 6** the elimination of discrimination in respect of employment and occupation.

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.

Anti-Corruption

- 10** Businesses should work against corruption in all its forms, including extortion and bribery.

About the Global Public Policy Institute

The Global Public Policy Institute (GPPi) is an independent, non-profit think tank located in Berlin with a long track record in research and consulting in global governance.

GPPi engages in three lines of work:

Research. GPPi explores new approaches to effective and accountable governance. Topics include, among others, the reform of international organizations and public-private partnerships.

Consulting. GPPi offers strategic consulting services to Governments, international organizations, foundations, NGOs and companies.

Debate. GPPi engages the broader public in a debate on new governance approaches through workshops, conferences, and publications.

For more information about the work of the institute please visit www.globalpublicpolicy.net.

