The Role of Government in Social Responsibility

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ISO Working Group on Social Responsibility

Hosted by the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management

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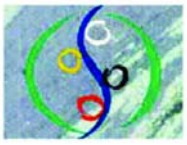

Acknowledgement

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Foreword

Governments have an important role to play in Social Responsibility, and many government organizations are making significant advances in this field. For this reason, the idea of a workshop was born out of the Government Stakeholder Group, one of six stakeholder groups working within the ISO 26000 Working Group on Social Responsibility, to develop a space for reflection and sharing on the Role of Government in Social Responsibility.

The organization of this Government Stakeholder Group workshop, as well as the publication of its proceedings, was made possible thanks to the most valuable efforts and support of the 2 Government Agencies co-hosting this meeting, namely the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management and the Chilean Ministry of Labour.

The objectives we identified for the seminar were the following:

- Address the changing role of governments in relation to other actors in the era of globalization.
- Provide a space of reflection on how governments can, and have already, contributed to the objective of sustainable development through SR, both in the form of public policy, regulation, financing and initiatives in their own operations.
- Share experiences from governments and other public institutions that have implemented some form of CSR, or SR, in their objectives and operations.
- Discuss emerging fields of research dedicated to advance the various points of view on this topic.

The workshop was carried out on Saturday, November 3rd, 2007, at the Diplomatic Academy of Vienna with approximately 20 panelists and more than 80 participants attending. The workshop shed light on various issues for discussion, such as:

- Key roles for government organizations in SR:
  - SR public procurement
  - Finding balance between soft and hard power (legislation vs. voluntary) to ensure social responsibility among other stakeholders.
  - Creating an environment for discussion
  - Mediation among different stakeholders (multipartite discussions)
  - Convening
  - Promotion of research in SR
  - Perspectives from developing country governments

- Key roles in the ISO 26000 drafting process for government organizations:
  - Enhance government participation and balance with other stakeholders.
  - Actively participate in the drafting process and the WGSR discussions.
  - Provide a consensus building standpoint
  - Ensure governmental entities can benefit from ISO 26000.

- Key roles for government organizations in relationship to ISO 26000
  - Promoting the real nature of the standard.
  - Creating environments for discussion on the use of the standard among diverse stakeholders.
  - Capacity building among stakeholders to benefit from the guidance of ISO 26000.

This first workshop held by a Stakeholder Group within the ISO 26000 drafting process, represented a significant initial step in opening up discussion and sharing experiences within a realm where much still remains to be done to first raise awareness and then advance the implementation of Social Responsibility within governments all over the world, in both developed and developing countries.

Therefore, the process set in motion from the first Workshop on the “Role of Government in SR”, in Vienna, Austria will continue forward to the next stage at the following ISO 26000 Plenary Meeting, to be held in Santiago, Chile in September 2008.

Leonardo Cardenas Adrien Lopez Wolfram Tertschnig
Workshop Organizers and Co-Editors of this Report

Part I: Introduction

The International Workshop on "The Role of Government in SR" took place on Saturday, November 3rd, 2007 at the Vienna School of International Studies in Vienna, Austria. The Workshop was a Side Event to the 5th ISO Social Responsibility Plenary Meeting that took place on 5-9 November 2007 in Vienna.

The Workshop was opened by Wolfram Tertschnig (CSR coordinator from the Austrian Ministry of Agriculture, Forestry, Environment and Water Management) and Leonardo Cardenas (chair of the Government Stakeholder Group of the ISO Working Group for SR).

Wolfram Tertschnig welcomed the participants of the Workshop and noted that this is not an ISO-event, but a side event to the 5th ISO Social Responsibility Plenary Meeting. However, ISO is, of course, the driving force behind it. He mentioned that the idea for this Workshop was born at the Government Stakeholder Group meetings in Sydney where the last ISO Social Responsibility Plenary Meeting took place in early 2007.
The Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management is co-hosting this meeting because it is in charge of the CSR process in Austria, and therefore represented in the Government Stakeholder Group. He thanked the Vienna School of International Studies for providing the venue for this event.
Regarding CSR in Austria, he pointed out that Austria has already developed a CSR guide. Since Austria is a member of the EU, he also mentioned EU initiatives like the Communication of the European Commission from 2006.
Within the ISO 26000 process, he mentioned that the Government Stakeholder Group (GSG) played a rather inactive role so far, but that this should change in due course. He mentioned that government actors are both subjects and objects of the ISO process.
He thanked Herbert Greisberger, chair of the Austrian Society for Environment and Technology (ÖGUT) for assuming the role of the Master of Ceremony of the event.

Leonardo Cardenas, chair of the Government Stakeholder Group of the ISO Working Group for SR, emphasised that this Workshop should be an interchange of ideas among the members of the GSG, other Working Group experts as well as representatives from outside the ISO 26000 process. With hand signs, he surveyed that about half of the participants are involved in the ISO process. He emphasised that the ISO process is relevant for governments because of several reasons, for example because they are responsible for state-owned companies. Therefore, governments need to play an active role in shaping SR, and this Workshop should help in accomplishing this task by exchanging ideas.
He thanked Wolfram Tertschnig from the Austrian Ministry of Agriculture, Forestry, Environment and Water Management and Adrien Lopez from the Chilean Ministry of Labour for preparing

this Workshop. He also thanked Cornis van der Lugt from the UN Environmental Programme and Christian Brodhag from the French government for their work outstanding work in the GSG.

Herbert Greisberger from the Austrian Society for Environment and Technology (ÖGUT) took over as the “master of ceremony” and invited the speakers of Panel I to the podium.

Part II: The Panel Presentations

Panel Session 1: Changing Role of Government in the Era of Globalization

Kola Badejo from the United Nations Global Compact introduced the panelists and facilitated the discussion of this session.

- ***Paul Hohnen, Chatham House:*** *Corporate Citizenship and the Role of Government: Hard Evidence on the Use of 'Soft Power*

Paul Hohnen opened his presentation by exploring the meaning of soft power. Soft power refers to possibilities of governments to change behaviour with means other than regulation. He noted that governments can play a positive role in changing the business sector without regulation in ten different ways, namely by:

- Creating an enabling environment;
- Raising awareness and stimulating public debate for challenges and issues;
- Promoting CSR initiatives by endorsing or inviting business and wider community support;
- Formally recognizing CSR initiatives;
- Developing CSR guidance documents;
- Building capacities for SR in businesses, civil society and public authorities through trainings, internet platforms etc.;
- Convening businesses and stakeholders as an extension of capacity-building;
- Mediation (i.e. active but neutral arbitration) of interests (for example in tri-partite bodies) can build on the convening role;
- Funding research and facilitating networking of researchers in the CSR context;
- Funding of CSR initiatives;
- Engaging in Public-Private Partnerships;
- Developing tools for CSR management.

Key issues and questions of CSR and CSR policies that will be relevant in the future can be summarised as follows:

- How can governments ensure that CSR initiatives are taken up by businesses?
- What is the impact of CSR initiatives?
- The abundance of CSR instruments leads to the challenge of coherence. However, which instruments should companies use when pursuing CSR?
- CSR should be integrated in business strategy and culture and should go beyond PR.
- Research could help sharing best CSR practices.
- How can we reach SMEs with the CSR concept?
- How can the key actors, in particular governments, walk their talk (public agency standards)?

- ***Jon White, Henley Management College and University of Birmingham's School of Business:*** *Challenges for Government in Understanding and Meeting Obligations to Stakeholders*

Jon White picked up the issue of how governments can be taken seriously regarding the promotion of CSR, and he noted that governments have to walk their talk on CSR in their own domain in order to be credible advocates of CSR. A key issue in this respect is how government organisations engage with stakeholders. He noted that modern decision makers face huge complexities, such as stakeholder networks, and that they need support tools in order to cope with these complexities. White suggested that the decision making process should start with a simple question, namely: What stakeholders are in the picture? Next, one can ask how the relationships with them should be developed and managed, and what role governments should play in this respect. Overall, he emphasised that governments are not very good in identifying and managing relations with stakeholder groups. Public diplomacy is one aspect of soft power, and it can help governments managing their relations with stakeholders. Another important question of stakeholder management is what can go wrong in managing relationships with stakeholders?

In a second part of his presentation, Jon White summarised the mission of the Social Department in the UK and the Central Bank of Nigeria, and he pointed out that both institutions aim at contributing to social welfare. However, the challenge for both is to walk the talk and to engage in positive stakeholder relations. By quoting a study of the Adam Smith Institute, he concluded that civil service organisations are not used to a two-way relationship with stakeholders, and that they are not as sensitive to what their stakeholders (citizens) want as they should be.

- ***Simon Pickard, European Academy of Business in Society:*** *The Changing Role of Government in Corporate Responsibility*

Simon Pickard started his presentation with a short introduction on EABIS, the European Academy of Business in Society. He summarised that some companies approached the European Commission with the concern that the current generation of managers has no understanding of CSR. To address this shortcoming, EABIS was established as a platform that enables cooperation between academics working on CSR and companies interested in the topic.

Pickard pointed out that the rise of soft policies on CSR is also due to globalisation and its effects on the role of governments. He noted that in the last 20 years, power has shifted increasingly from governments to companies, turning governments into facilitating and enabling actors with decreased regulatory power. Nevertheless, governments are still confronted with environmental and social pressures they have to address.

In the European context, he emphasised that EU policies are important for CSR policies. He noted that CSR is regarded as a key driver for the EU Lisbon Strategy on growth and jobs, which was launched in 2001 and renewed in 2005/2006. Regarding CSR policies across Europe, he mentioned that studies found significant differences. In Norway, for example,

CSR policies are very much integrated in traditional policies, and therefore often not recognised as CSR policies.

Is CSR a way to address the crisis of the welfare state? Pickard noted that it is a useful framework for increasing collaboration among different actors. Since CSR is concerned with the way businesses address social and environmental issues, it can be regarded as an innovative way of increasing welfare. CSR policies can play a facilitating role in this respect. However, governments should "leave the best, focus on the rest" by using carrots, sticks, awareness raising, capacity building and developing CSR management tools.

He concluded that for the European Commission, CSR is closely linked to the challenge of competitiveness. In this respect, businesses are calling for a levelled playing field throughout Europe.

Panel Session 2: Government and UN Experiences in Implementing SR

Leonardo Cardenas opened this session by pointing out that we cannot solve the problems of the future with the instruments of the past. He introduced the panelists and facilitated the discussion of this session.

- ***Christian Brodhag, Interministerial Delegate for Sustainable Development of the French Government:*** *French Legislation on SD Reporting: the NRE Experience*

Christian Brodhag focused his presentation on the French law on "New Economic Regulations" (NRE) that was passed in 2001. He emphasised that sustainable development (SD) and CSR reporting is one of many issues addressed by the law. In this respect, it requires 646 French companies that are traded on the French stock exchange to include social and environmental information in their annual reports.

How do the companies comply with the law so far? Some companies report on SD integrated in an annual report, others have separate SD or CSR reports. While large companies lead in CSR reporting, medium-sized companies lag behind. For small companies, reporting is easier than for medium-sized companies because it is not so complex for them.

The most important limitations of the NRE framework can be summarised as follows:

- The law does not specify the extent of information to be published;
- The AMF (market authority) controls the financial information provided in the annual reports, but not the social and environmental information;
- No follow-up process (auditing, sanctions) is foreseen;
- Extra-financial information is used by rating agencies only.

Although the process is already five years old, it is still at the beginning. The French government and stakeholders have reached consensus to leave the mechanism as it is, although some of them are not completely satisfied. Brodhag emphasised that, overall, many large companies obviously still struggle with integrating CSR in their overall corporate strategy. Based on the experiences made so far, CSR reporting should address the following key issues:

- Avoid providing too much information but focus on key issues;

- Report on key issues discussed with stakeholders;
- GRI is a useful tool but it cannot define the scope of SD.

- ***Alfredo Ferrante, Italian Ministry of Social Solidarity:*** *Italian Public Authorities Promote SR*

At the beginning of his presentation, Alfredo Ferrante pointed out that the Italian Ministry of Social Solidarity (MoSS) responsible for CSR policies was created after the elections in 2006. He also noted that it is supported by the Italian CSR Foundation in Milan (one of the EU National Knowledge Centres on CSR).

He emphasised that MoSS is committed to promoting CSR culture, information and policies in Italy. Recent key initiatives of MoSS can be summarised as follows:

- In summer 2007, an inter-ministerial round table on CSR was established under MoSS Presidency. The round table facilitates co-operation between different ministries that work on CSR;
- The first Italian multi-stakeholder forum on CSR was operational between December 2005 and September 2007. Currently, the forum is preparing a concluding paper.
- The 1st Italian Conference on CSR addressed the issue in depth over two days.

A key partner for the government in developing CSR policies is INAIL, the Italian Workers' Compensation Authority. INAIL promotes safety and health at work by making use of economic incentives, trainings and other educational programs. A key aim of INAIL activities is to reduce (insurance) costs. For this purpose, INAIL, for example, uses guidelines for creating a job health and safety management system.

In another part of his presentation on CSR in Italy, Ferrante introduced CSR policies in the Tuscany region. He emphasised that this region is a good example for how CSR policies are also taken up at the regional level. The Tuscany region recognises CSR as a voluntary process to drive social and environmental issues. One of its key activities is to award SMEs that achieve SA8000 standards with a grant. SA8000 is an international standard based on ILO and UN regulations that also requires external auditing.

- ***Yolanda Banks, Export Development Canada (EDC):*** *The CSR Debate in Canada: Extractive Companies Operating in Developing Countries*

Yolanda Banks emphasised that the CSR debate in Canada evolves largely around the extractive industry (oil and gas in particular) in Canada and abroad. The mandate of Export Development Canada (EDC) is to provide trade finance services to support Canadian exporters and investors in about 200 markets. EDC is committed to carry out its mandate in a responsible way.

Banks mentioned that the Canadian government

- Endorses the OECD Guidelines for MNEs,
- Launched the Extractive Industries Transparency Initiative in June 2007,
- Was a driving force of the Kimberley Process in 2003.

In 2005, Mining in Developing Countries and CSR was subject of a series of parliamentary committee hearings. The responsible Committee concluded that the Canadian government should do more to foster CSR in the extractive industry. The first consequence of this was the establishment of the national roundtable of CSR, a series of cross-country multi-stakeholder hearings. Key recommendations that came out of the roundtable hearings can be summarised as follows:

- Canada should establish a CSR framework by combining the IFC Performance Standards, Voluntary Principles on Security and Human Rights, and mandatory reporting in line with the GRI guidelines;
- More disclosure is also needed at the EDC;
- Independent ombudsman and tripartite compliance reviews should strengthen the role of stakeholders;
- The Canadian government should establish a CSR centre of excellence;
- Disclosure requirements for institutional investors should be stepped up.

Overall, Banks concluded that the issue of CSR in the extractive industry is still not resolved, and he illustrated this with a newspaper headline from September 2007, saying, "Mining Abroad 'Morally Wrong'". However, she concluded that before further government initiatives are launched, the costs and effects of their implementation have to be clarified.

- ***Cornis van der Lugt, UNGC/UNEP:*** *Internalizing SR and the Global Compact Principles in the UN System: a Challenge for all Public Institutions*

Cornis van der Lugt focused his presentation on the UN Global Compact and its role within the UN. He emphasised that the UN Global Compact (UNGC) is a major UN initiative on CSR. It goes back to a speech delivered by Kofi Annan in 1998, and it encourages businesses to align their activities with social and environmental principles.

In 2004, the UN Secretary-General called for a UN commitment to internalise UNGC principles in the UN system itself. Since then, working groups on procurement, human resources, investment management and organisational integrity have worked on this challenge. They have produced the following results so far:

- In 2006, the UN Pension Fund joined the Principles for Responsible Investment (PRI) initiative of UNGC and UNEP FI.
- The UN Procurement Service brings principles of UNGC to the attention of suppliers. It also applies a UN Supplier Code of Conduct.
- The UN Environmental Management Group conducted a sustainable procurement survey among UN agencies, and it highlighted that not only the price, but also social and environmental specifics of a bid are economically relevant
- The UN Facilities Management has considered introducing environmental performance measures. The interagency network of facilities managers is still working on this step.
- The UNGC principles are applied to UN human resources management.
- The UN Pension Fund takes social, environmental and ethical issues into account in its investments decisions.

After listing several achievements of SR in the UN, van der Lugt asked the question, is the UN too big and complex to introduce SR? He answered that compared to a multi-national corporation (MNC), the UN is relatively small in terms of its budget and employees.

Recent developments in greening the UN can be summarised as follows. On World Environment Day in June 2007, the UN Secretary-General announced his plan to make the UN Headquarters climate neutral and environmentally sustainable. His aim is to turn the UN System into a "leader by example". Among other issues, this will affect UN facility management, procurement, and the renovation of the UN headquarters in New York. Further information on the UNGC and related UN activities is available at www.unglobalcompact.org and www.unep.org.

Panel Session 3: Public Policy Trends in Promoting Social Responsibility

Halina Ward from the International Institute for Environment and Development (IIED) introduced the panelists and facilitated the discussion of this session.

- ***Rainer Geiger, OECD:*** *Matching Public Governance and Private Sector Responsibility: the OECD Guidelines for Multinational Enterprises*

Rainer Geiger summarised that the responsibilities of governments in the context of CSR is to (i) ensure a level playing field for all companies; (ii) be a convener and facilitator of businesses and stakeholders and, (iii), highlight the business case for CSR. He added that CSR is particularly important where public governance is poor. This applies in particular to the transparency of business contributions to politicians and political parties.

Regarding the discussion on soft and hard policies of CSR, he emphasised that the concept of responsible business conduct should be based on a cross-fertilisation of legal requirements and voluntary conduct. Because many soft standards require legal standards in order to gain credibility, legal requirements and softer policy approaches are not an either-or choice. According to Geiger, the OECD Guidelines for Multinational Enterprises are a combination of mandatory and voluntary approaches. They are not legally enforceable, but they can be the source of accountability. Some key features of the OECD guidelines can be summarised as follows. The OECD guidelines:

- Set standards for corporate behaviour;
- Have a broad scope of application;
- Evolved since 1976 based on several reviews;
- Are backed by 40 governments (i.e. all OECD and 10 Non-OECD countries)
- Facilitate a comprehensive implementation process

Regarding the last point, Geiger emphasised that businesses, trade unions and NGOs are involved in the implementation of the OECD Guidelines, and that all “interested parties” can bring cases to the attention of the National Contact Points. Overall, he concluded that six years of experience with the new OECD Guidelines have been mixed, and that the role of the National Contact Points can still be improved.

Regarding interactions between the OECD Guidelines and the emerging ISO26000 standard, Geiger emphasised the following points:

- The OECD Guidelines are multilaterally backed, have broad stakeholder support and facilitate an implementation process;
- ISO 26000 is also a large awareness raising process that tries to integrate CSR in business conduct;
- Because the two tools are obviously complementary, ISO26000 should refer to the OCED Guidelines as an authentic international instrument on responsible business conduct;
- Redundancies between the OECD Guidelines and the ISO process should be avoided by aiming at a win-win situation.

- ***Genevieve Besse, DG Employment, Social Affairs and Equal Opportunities:*** *Promotion of CSR by the European Commission*

At the beginning of her presentation, Genevieve Besse emphasised that CSR is part of the European Social Model, and that it is addressed by two major European strategic processes,

namely the renewed Lisbon Strategy from 2005 and the renewed EU Sustainable Development Strategy from 2006. She added that SR facilitates public-private partnerships that aim to answer current challenges, such as demographic change, migration, social cohesion, climate change and energy security.

The background for CSR in Europe is laid out in the 2006 Communication from the European Commission entitled "Implementing the partnership for growth and jobs: making Europe a pole of excellence on corporate social responsibility". The European philosophy of CSR circles around issues such as growth and jobs, competitiveness, social and environmental sustainability, solidarity, cohesion and social stability, and last but not least the involvement of all stakeholders. The European Commission encourages also the adoption of the OECD Guidelines for Multinational Enterprises and other similar tools, such as the ILO Convention(s).

The fields of influence for both CSR and CSR policies can be characterised as follows:

- Integrated labour markets and social inclusion ("flexicurity");
- Skills development, lifelong learning and employability;
- Public health;
- Working environments that are conducive to innovation;
- Environmental resource use and pollution;
- Poverty reduction and
- Human rights.

A key concern for the European Commission is how to shift from CSR processes to outcomes. Key activities of the European Commission are to facilitate CSR awareness raising and best practice exchange, promote multi-stakeholder dialogues through the multi-stakeholder forum, mainstream CSR in other policies and cooperate with Member States. The European Alliance for CSR is an open vehicle for mobilising and enabling partnerships around CSR. First results of the thematic laboratories (a key activity of the Alliance) are expected for 2008.

Recent studies funded by the European Commission look into CSR policies in EU Member States (for details see www.sustainability.eu/csr-policies), explore CSR in Eastern European countries and review the functioning of the OECD National Contact Points.

- ***William Blackburn, GRI Secretariat:*** *Voluntary and Mandatory Reporting Standards and Reporting by Government Agencies*

William Blackburn opened his presentation by emphasising that "GRI" is at the centre of the term "inte**gri**ty". He noted that the GRI guidelines were mentioned at the World Summit on SD in Johannesburg in 2002, and at the G8 meeting in 2007.

According to Blackburn, organisations use the GRI guidelines mainly because they want to:

- Use external reporting standards;
- Increase accountability through external verification;
- Be honest about mistakes and bad practices.

The GRI guidelines help to define the contents of SR or Sustainability Reports. The latest version of the GRI guidelines, the G3, specifies several principles and requirements of disclosure. They also address issues related to corporate strategy, the organisational profile, and they encourage the use of performance indica-

tors. Blackburn added that SR and Sustainability Reporting are not only relevant for companies, but also for governments and NGOs. Thus, the latest version of the GRI guidelines provides sector supplements so that the guidelines can be customised for the purposes of different organisations and sectors.

The linkage of GRI to other CSR initiatives is as follows: First, the GRI supports the UN Global Compact and the OECD Guidelines for Multinational Enterprises. Second, ISO 26000 will be a guidance standard that will help to operationalise SR, but it will not be a certification or a reporting standard. Since reporting and disclosure is an important aspect of CSR, ISO 26000 will be another vehicle that drives SR reporting.

The presentation finally explored some conditions that will decide whether the ISO 26000 standard will become a useful tool for the management of CSR. First, the standard should be clear and understandable. Second, it should be flexible (i.e. workable for businesses, NGOs and governments). Third, it should not reinvent existing tools (such as the GRI guidelines, the OECD Guidelines for Multinational Enterprises or the UN Global Compact), but build on them.

Panel Session 4: Emerging Fields and Challenges for the Role of Governments in Social Responsibility

Julia Steets from the Global Public Policy Institute introduced the panelists and facilitated the discussion of this session.

- ***Reinhard Steurer and Gerald Berger, RIMAS - Research Institute for Managing Sustainability at the Vienna University of Economics and Business Administration:*** *CSR Policies in EU Member States*

Reinhard Steurer opened this presentation by showing that CSR is a management approach that contributes to the societal guiding model of sustainable development (SD). He then emphasised that CSR changes not only the relations of businesses and society, but also of businesses and the state. This is one reason why governments are interested in shaping CSR practices with a new type of public policies.

In a second part, the presentation characterised CSR policies in Europe by highlighting some key topics and instruments. The key policy instruments that governments use to facilitate CSR are:

- Informational or endorsing instruments (such as campaigns, guidelines, trainings, labels);
- Partnering instruments (such as agreements, networks, Public Private Partnerships, dialogues);
- Financial or economic instruments (such as subsidies, grants, prices/awards);
- Legal instruments (such as laws, regulations, decrees), and
- ”Hybrid instruments“ (such as strategies, action plans, platforms, centres, all making use of several other instruments).

Some key topics that characterise the CSR policy field are:

- Raise awareness and build capacities for CSR;
- Increase disclosure, transparency and stakeholder involvement;
- Foster Socially Responsible Investment;
- Make public procurement more sustainable;
- Helping develop and apply management/audit tools and practices aiming at CSR;

- Adopting SR practices in government bodies (reporting, certifications).

In a third part, some empirical findings on how the EU Member States try to raise awareness for CSR and foster Sustainable Public Procurement were presented. The findings were drawn from a study commissioned by DG Employment, Social Affairs and Equal Opportunities, and they can be downloaded at www.sustainability.eu/csr-policies.

Steurer concluded his presentation with the observation that, although CSR policies are dominated by soft policy approaches, there is a wide scope for pursuing them in passive or proactive ways.

- ***Birgit Riess, Bertelsmann Stiftung:*** *The CSR-Navigator: Public Policies in Europe, Africa, Asia and the Americas*

Birgit Riess emphasised that CSR addresses the business world, and she added that CSR could reveal its full potential only when public policy plays an active role in supporting CSR.

She then presented the "CSR Navigator", a study that provides a framework for analysing how public policies contribute to CSR and that gives a systematic overview of CSR policies in 13 countries around the world. An important outcome of the works is the CSR policy toolbox, i.e. a collection of governmental initiatives aiming at CSR

Some key findings of the study can be summarised as follows:

- The CSR Navigator Toolbox differentiates five types of government activities, namely mandatory, soft law, partnering, incentive-based and awareness-related activities;
- These five types CSR public policy activities can be categorised along the themes economy, politics, society and cooperation;
- CSR policies show three different levels of maturity (first generation: no specific CSR policies; second generation: basic CSR policies in place; third generation: cutting-edge CSR policies and established partnerships);
- CSR policies depend strongly on national context factors. In South Africa, for example, a key purpose of CSR is to address inequalities caused by the Apartheid regime. In Vietnam, CSR is closely linked to the challenge of international competitiveness.

According to Riess, the CSR Navigator is the first multidimensional model that helps to develop public policies for CSR. It also allows to link and compare national policies on CSR with policies in other countries. Further details about the study and the CSR Navigator can be downloaded at www.bertelsmann-stiftung.de/csr.

Panel Session 5: Developing Country Experiences in Implementing SR

Adrien Lopez from the Chilean Ministry of Labour introduced the panelists and facilitated the discussion of this session.

- ***Reinaldo Dias Ferraz de Souza, Brazilian Ministry of Science and Technology:*** *Public and Private Partnership on Social Inclusion Policies - Challenges and Opportunities*

This presentation gives an overview of poverty problems in Brazil and some Public-Private Partnerships addressing them.

Of the 184 million inhabitants of Brazil, 44 million are poverty-stricken, and 18 million inhabitants face extreme poverty. In 2004, the Brazilian government established the Ministry of Social Development and Hunger Combat (MDS). Its annual budget increased from 8.5 billion US $ in 2005 to 12.5 billion US $ in 2007. By managing 21 poverty reduction programmes it reaches 57 million people. In some of the programmes, the ministry cooperates with businesses. Since 2000, there is a clear trend towards increased corporate engagement in poverty reduction programs. In 2004, companies have contributed about 2.4 million US $ or 0.27% of the Brazil GDP. The main actions undertaken by companies address the following issues:

- Food: 52%
- Social Assistance: 41%
- Health: 24%
- Education: 23%
- Leisure: 19%
- Community Social Development: 18%
- Sports: 15%
- Work Trainning: 14%
- Culture: 13%
- Public Safety: 7%
- Enviroment: 7%

Two programs were mentioned in more detail. The Program “Hunger Zero” has 146 strategic partners, including state and private companies and NGOs. The partners are certified, and they support the poor in different ways. Restaurants, for example, give free meals away, electric companies supply poor families with free electricity etc. The Social Technology Network is another example for a Public-Private-Partnership in Brazil. The Network’s mission is to gather, organize, articulate and integrate a number of institutions and their actions, with the purpose of contributing for the promotion of sustainable development by spreading technologies that improve the welfare of the people. The network, for example, helps to build water captation system (such as cisterns) and water treatment plants.

- ***Anant Suwanapal, Ministry of Industry of Thailand:*** *Preparedness for Adoption and Implementation of ISO 26000*

This presentation explored how far the government and businesses in Thailand are prepared for the adoption of the ISO 26000 guideline. Anant Suwanapal first gave some background information on CSR in Thailand:

- The understanding of CSR in Thailand has been influenced strongly by traditions and religious beliefs;
- A study that explored how organisations are prepared for ISO 26000 has revealed that more than half of the organisations interested in the new tool come from industry. Within companies, managers are the group that is interested the most.
- Asked for the most important CSR issues, the interviewees mentioned fair operating practices, organizational governance, consumer issues and labour practices. Social development, environment and human rights are the least important. This could signify problems in implementing ISO 26000.

He then highlighted the fact that Thailand's involvement in the ISO 26000 process is organised through a National Mirror Committee. The Committee is a multi-stakeholder body that involves actors from government, industry, consumers, labour organisations and other NGOs. The key interest of the government is whether there is a need for legislation and enforcement in the context of ISO 26000. Promising signs are that governments, leading businesses and NGOs view SR very positively and that there is a growing range of initiatives to educate stakeholders and encourage good SR practice in Thailand.

- ***Mas Ahmad Daniri, National Mirror Committee, Indonesia:*** *Why obligatory social and environmental responsibilities in corporate law are not appropriate*

This presentation gave an introduction to the Indonesian corporate law. It highlighted several chapters of the Indonesian corporate law that refer to CSR, in particular chapters 1 and 74.

According to Mas Ahmad Daniri, chapter 1 of the corporate law defines CSR as follows: "Social and Environment Responisibility (SER) is a comittment of Company to contribute in sustainable economic development to improve the quality of life and useful environment, even for the Company, local community or for the society in general".

Chapter 74 of the Indonesian corporate law contains the following four articles:

1. Company that run its business in the sector and/or related to natural resources must implement Social and Environment Responsibility.
2. Social and Environment Responsibility as meant in article (1) is the Company obligation which is budgeted and accounted as Company's expenses whereas the implementation shall consider fairness and properness.
3. Company that does not implement its obligation as meant in article (1) shall be charged a sanction in accordance to the stipulated legislation.
4. Further stipulation on Social and Environment Responsibility is regulated by Government Regulation.

Mas Ahmad Daniri added that a "Company that runs its business in the sector of natural resources" does not refer to companies that exploit natural resources, but to all those that effect natural resources.

He concluded that the obligations regarding CSR in Indonesian corporate law are not appropriate because they violate the voluntary character of CSR.

- ***Dante Pesce, Vincular/Inter-American CSR Network:*** *Vision from the Inter-American CSR Network on the Role of Government for Advancing SR and Future ISO 26000 Implementation*

The mission of the Inter-American CSR Network is to generate and disseminate knowledge on CSR. The network plays a prominent role in the ISO 26000 process. It is one of four international organisations recognised by ISO as expert collaborators from developing countries.

According to Dante Pesce, the challenges of ISO 26000 can be summarised as follows:

- Under-represented stakeholder groups, mainly trade unions, consumers and SMEs should be involved more closely;
- Dissemination and awareness raising activities should be stepped up;
- Local competencies that help to facilitate the implementation of the standard should be strengthened;

- Capacities of industry associations and public institutions to tackle CSR should be built up;
- Concrete mechanisms for integrating the new standard with existing management systems in companies should be developed.

Dante Pesce described the role of governments in the context of CSR as follows. Governments should

- Integrate SR into the management and the procurement of their own organisations and state-owned firms;
- Generate incentives for adopting SR in companies and civil society organisations;
- Invest in R&D that helps to integrate SR into daily management routines of different actors to avoid trial-and-error-approaches (the Inter-American Development Bank, for example, has funded several studies on CSR).

- ***Daisy Kambalame, African Institute of Corporate Citizenship (AICC):*** *Partnerships in Strengthening the Government Role in Social Responsibility*

Daisy Kambalame described some key challenges African governments face in the context of CSR.

In Africa, companies and investors often don't understand the meaning of CSR. She emphasised that this is a fundamental challenge in its own right. In addition, most African countries have weak government institutions, deficient policies and a lack of law enforcement. Thus, framing CSR as going beyond legal requirements is a significant step ahead of the challenges that are most pressing in Africa.

A helpful step in the African context would be to break up the components of CSR, and the development of Codes of Conduct may help in this respect. A major challenge in developing countries is not only how corporations do their business, but also how donor organisations implement their policies and actions. If the latter change their policies after a few years, consequences are often very negative.

Regarding Public-Private Partnerships, African governments are very interested to achieve cooperation with businesses, businesses often responded very positively.

Closing Session: The Role of the Government Stakeholder Group in ISO 26000 and Outlook to the Santiago Workshop

- ***Staffan Söderberg , Vice-Chair of the Working Group Social Responsibility***

Staffan Söderberg emphasised that governments are involved in the process of developing the ISO 26000 guidelines like other stakeholder groups and sectors.

According to Söderberg, the ISO 26000 process is unique for the work of ISO, and therefore many procedural challenges have to be solved on the way. Overall, the achievement of the ISO 26000 process is perhaps 50% process and 50% outcome, although the development process is a result in itself because it facilitates unique partnerships and alliances.

He emphasised that governments not only participate in the development of the ISO 26000 guidelines, they are also called upon to implement them later on. He added that governments can also play an important role in disseminating the ISO 26000 guidelines. This is an important function because CSR is mainly driven by demand and awareness for CSR issues among stakeholders.

He concluded his speech by pointing out that going towards CSR requires many small steps. Since CSR is an ongoing process it is so difficult to define the concept.

- ***Adrien Lopez, Vice-Chair of the Government Stakeholder Group***

Adrien Lopez concluded the event with a video address by the Chilean Labour Minister, Osvaldo Andrade, indicating that Santiago, Chile is looking forward to hosting not only the next SR Working Group Plenary Meeting in September 2008, but also the 2nd Government Stakeholder Group Workshop on the Role of Government in SR. She thanked the Austrian co-hosts for preparing the Workshop and the panellists and participants for attending the event, and invited everyone to Chile next year.

Part III: Supplementary Documentation of the Workshop

Workshop Programme

9 a.m. *Opening Session*

Wolfram TERTSCHNIG, CSR Coordinator, Ministry of Agriculture, Forestry, Environment and Water Management, Austria

Leonardo CARDENAS, Chair, Government Stakeholder Group, ISO WG SR

9:30 - 10:30 a.m. *Panel Session #1: Changing Role of Government in the Era of Globalization*

- "Corporate Citizenship and the Role of Government: Hard Evidence on the Use of 'Soft Power' ", **Paul Hohnen,** Associate Fellow, Chatham House

- "Challenges for Government in Understanding and Meeting Obligations to Stakeholders," **Dr. Jon White**, Visiting Fellow at Henley Management College and honorary professor in the University of Birmingham's School of Business

- "The Changing Role of Government in Corporate Responsibility", **Simon Pickard**, Deputy Director, European Academy of Business in Society

Q & A moderated by **Kola Badejo**, United Nations Global Compact

10:30 - 11 a.m. **Coffee Break**

11:00 - 12:00 a.m. ***Panel Session #2****: Government and UN Experiences in Implementing SR (to be presented by WGSR members)*

- "French Legislation on SD Reporting: the NRE Experience," **Christian Brodhag**, Interministerial Delegate for Sustainable Development, Prime Minister and Ministry for Ecology, Sustainable Development and Land Planning, French Government

- "Italian Public Authorities Promote (C)SR," **Ferrante Alfredo,** Public Manager of the Italian Ministry of Social Solidarity, head of unit in the Directorate General of Social Inclusion dealing with CSR

- "The CSR Debate in Canada: Extractive Companies Operating in Developing Countries," **Yolanda Banks**, Senior CSR Advisor, Export Development Canada

- "Internalizing SR and the Global Compact Principles in the UN System: a Challenge for all Public Institutions," **Cornis van der Lugt**, CSR Program Officer UNGC/UNEP

Q & A moderated by **Adrien Lopez**, Chilean Government – Labour Ministry

12:00 - 1:00 p.m. ***Panel Session #3****: Public Policy Trends in Promoting Social Responsibility*

- "Matching Public Governance and Private Sector Responsibility: the OECD Guidelines for Multinational Enterprises," **Rainer Geiger,** OECD Deputy Director for Financial and Enterprise Affairs

- "Promotion of CSR by the European Commission", **Genevieve Besse,** CSR Policy Officer, DG Employment

- "Voluntary and Mandatory Reporting Standards and Reporting by Government Agencies", **William Blackburn,** GRI Secretariat speaker

Q & A moderated by **Halina Ward**, International Institute for Environment and Development (IIED)

1:00 - 2:00 p.m. **BUFFET LUNCH BREAK**

2:00 – 3:00 p.m. ***Panel Session #4:*** *Emerging Fields and Challenges for the Role of Governments in Social Responsibility*

- "CSR Policies in EU Member States"**, Reinhard Steurer and Gerald Berger,** RIMAS - Research Institute for Managing Sustainability, Vienna

- "The CSR-Navigator: Public Policies in Europe, Africa, Asia and the Americas", **Birgit Riess,** Program Director Corporate Social Responsibility, Bertelsmann Stiftung

Q & A moderated by **Julia Steets,** Global Public Policy Institute

3:00 - 4:30 p.m. ***Panel Session #5****: Developing Country Experiences in Implementing SR (to be presented by WGSR members)*

- "Vision from the Inter-American CSR Network on the Role of Government for Advancing SR and Future ISO 26000 Implementation," **Dante Pesce**, Vincular / Inter-American CSR Network

- "Partnerships in Strengthening the Government Role in Social Responsibility," **Daisy Kambalame**, African Institute of Corporate Citizenship (AICC)

- "New law requiring extractive industry companies to introduce CSR into their operations," **Mas Ahmad Daniri**, Chairman of National Mirror Committee, Indonesia

- "Public and Private Partnership on Social Inclusion Policies - Challenges and Opportunities," prepared by the Ministry of Social Development and Hunger Combat, **Reinaldo Dias Ferraz de Souza**, Chief Coordinator for Technological Services, Ministry of Science and Technology, Brazilian Government

- "Thailand: Preparedness for Adoption and Implementation of ISO, **Dr. Anant Suwanapal,** Inspector General for the Ministry of Industry of Thailand

Q & A moderated by **Leonardo Cardenas,** Chair, Government Stakeholder Group, ISO WGSR

4:30-5 p.m. ***Closing Session:***

Role of GSG in ISO 26000 & Outlook to the Santiago, Chile Workshop

- **Staffan SÖDERBERG** , WGSR Vice-Chair
- **Adrien LOPEZ**, GSG Vice-Chair

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