

GLOBAL
STAKEHOLDER
2020
PANEL

What Global
Leaders Want

Report of the Third
Survey of the
2020 Global
Stakeholder Panel

February 2005



THE ROCKEFELLER FOUNDATION

THE MILLS FAMILY FUND OF
THE VANGUARD FOUNDATION



CHARLES STEWART
MOTT FOUNDATION

IDRC  CRDI



www.2020Fund.org

What Global Leaders Want
*Priorities for Development, Governance,
and UN Reform*

**Report from the Third Survey of the
2020 Global Stakeholder Panel**

February 2005

*Research Conducted for the 2020 Fund by:
GlobeScan Incorporated*

BACKGROUND

The 2020 Fund, hosted at the King Baudouin Foundation United States (KBFUS), is a philanthropic platform committed to accelerating progress toward a sustainable world.

Funding for the 2020 Global Stakeholder Panel (GSP) initiative has been provided by an international group of philanthropies, including:

The Mills Family Fund of the Vanguard Foundation (US)

The King Baudouin Foundation (Belgium)

The CS Mott Foundation (US)

The Rockefeller Foundation (US)

*International Development Research Centre (IDRC)
(Canada)*

Dow Canada

The GSP operates under the guidance and oversight of a Project Advisory Group comprised of representatives of the funding organizations together with senior advisors from the following organizations:

Ashoka

CIVICUS

International Confederation of Free Trade Unions (ICFTU)

Institute for Agriculture and Trade Policy (IATP)

Interfaith Centre on Corporate Responsibility (ICCR)

International Planned Parenthood Federation (IPPF)

The 2020 Fund is also grateful for the assistance of the following network organizations that, like the members of the Project Advisory Group, have encouraged their members to participate in the GSP surveys. Particular thanks are due the Union of International Associations (UIA) that mobilized large numbers of executives of major civil society organizations to offer their views on this third GSP survey.

21st Century Trust

Accion Solidaria

Afro-Caribbean Education and Training Services

Ashoka

*Asociacion Latinoamericana de Organizaciones de
Promocion De la Iglesia Santa Teresita (ALOP)*

Business for Social Responsibility (BSR)

CIVICUS

Clean Air Action Group

Community Philanthropy Initiative

Conference of NGOs (CONGO)

Consumer Unity and Trust Society (CUTS)

Dimitra Project

Earth Action Network

Empresa

Equal Access

Global Action Network

Human Rights Information Network (HURINET)

Human Rights Internet (HRI)

Indigenous Environmental Network

Institute for Agriculture and Trade Policy (IATP)

Interfaith Center on Corporate Responsibility (ICCR)
International Centre for Reproductive Health
International Chamber of Commerce
International Confederation of Free Trade Unions (ICFTU)
International Council for Local Environmental Initiatives (ICLEI)
International Development Research Centre (IDRC)
International Federation of Journalists (IFJ)
International Union of Local Authorities (IULA)
International Youth Parliament
Leadership for Environment and Development (LEAD)
Network Institute for Global Democratization (NIGD)
Network of Indian Environment Professionals
NGOs Coalition on Child's Rights (NCCR)
Oxfam
Plataforma Interamericana de Derechos Humanos, Democracia y Desarrollo (PIDHDD)
Proser Foundation
Save the Earth Network
Solidar
South Centre
Stakeholder Forum
Student Environmental Action Coalition (SEAC)
Sustainable Enterprise Academy
Synergos Institute
The Kabissa Community
The Simultaneous Policy
Union of International Associations (UIA)
World Economic Forum's Global Leaders for Tomorrow
World Federation of United Nations Associations (WFUNA)

Readers are invited to help ensure that their sector and networks shape this evolving agenda-building exercise.

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OVERVIEW OF THE GSP PROJECT

While the Global Stakeholder Panel (GSP) initiative was officially launched at both the World Economic Forum and the World Social Forum in January 2003, its roots can be traced to August 2001 when several international foundations, organizations, and companies were approached with the idea of enlisting an international panel of leaders from all sectors to offer their collective views on globalization, development, and governance topics.

Since its inception, the overarching objective of the GSP has been to establish an inclusive, transparent dialogue, via survey research, amongst a broad cross-section of stakeholders from all geographies and all sectors, including non-governmental organizations, businesses, research and academic institutions, multilateral organizations, and the public sector. Over the course of three surveys, this global panel has evolved a compelling vision and priorities for action towards a sustainable world, using the year 2020 as a milestone, summarized in the following paragraphs.

Survey I: Setting the Agenda

The first GSP survey went to field between August and October 2002. The inaugural survey focused on 'priority-setting', where stakeholders rated the priority of attending to a wide array of issues, including economic affairs at both the national and global level, science and technology, the environment, governance, and social and spiritual matters. For this priority-setting survey, effort was made to ensure good participation by stakeholders in developing countries (i.e., the global South) and by those working in leadership roles for NGOs. A total of 258 qualified respondents, mainly from the NGO sector and representing over 60 countries, shared their views on these topics.

Stakeholders' priorities were clear: Governance and sustainable development needed the most urgent attention in order to achieve stakeholders' ideal vision of the year 2020.

The GSP applied a modified Delphi methodology to design subsequent surveys to ensure that each stayed faithful to previous wave results in order to create a transparent dialogue where respondents co-evolve an action agenda for change on topics they considered priorities. As such, the design of the second survey was framed entirely around the priorities identified in the first GSP survey, governance and development.

Survey II: Visions of an Ideal Future

The second survey was designed as a visioning exercise of an ideal future in the area of development and global governance, as a way of avoiding incrementalism from current constraints and short-term agendas. Stakeholders were asked to rate the extent to which various actions and actors described their ideal vision of governance and development and the importance of key action plans to achieve this ideal vision. In total, 521 qualified respondents responded to the second survey. Given the over-representation of NGO stakeholders (n=386), the second GSP report focused mainly on NGO leaders' views, drawing attention to other leaders' views only where differences in opinion were notable.

It was evident that NGO leaders were overwhelmingly dissatisfied with current development models. And while most stakeholders saw the United Nations (UN) as playing an important leadership role in their ideal vision of global governance, there was strong demand not only to strengthen its capacity but to significantly reform the UN.

Survey III: Governance, Development and UN Reform

Drawing on the findings of the second GSP survey, the third survey, results of which are presented in this report, focused on the perceived priority of reforming the UN, specifically in its governance, operations, management, and interaction with the business and NGO community. Stakeholders were also asked to assess the efficacy of various actions to facilitate development. As the UN is a hub around which much of the world's development work and governance debates take place, it is fitting that the final survey of this iteration of the GSP has focused on the UN and how stakeholders think it can best support their ideal visions of the future. The report also coincides at a time when the UN's efficacy is under review, through its own internal review of its relationship with civil society and its capacity to manage peace and security in the world and respond to global threats.

This is the final GSP survey funded under the current arrangements with GSP sponsors. Respondents to this third survey were asked to suggest future directions for the GSP. In order to elicit further opinions on future directions, as well as to de-brief on the GSP's findings to date and brainstorm strategies to advance stakeholders' capacity to fulfill the GSP's vision, the 2020 Fund will convene a meeting in New York City of the Project Advisory Group and selected respondents who completed both the second and third survey. Results of this one-day workshop will be posted at the GSP website: <http://www.2020Fund.org>. Readers are encouraged to visit the site and share their ideas on next steps for the GSP.

The Global Stakeholder Panel (GSP) initiative involves the most extensive quantitative research ever undertaken of stakeholders worldwide to give them the collective opportunity to articulate a vision and identify action priorities for creating a sustainable world by the year 2020.

Over the course of three iterative surveys of leaders from both North and South (from NGOs, academe, private companies, governments, and multilateral agencies) the first phase of the GSP initiative has demonstrated the utility of quantitative survey research as a transparent tool for establishing consensus views, crystallizing priorities and building ownership in an agenda for action.

By quantifying the views of a wide array of global stakeholders, the GSP initiative makes their collective voice difficult to ignore. Even in these first phase results (ultimately involving the views of 1,000 stakeholders from 6 continents and all sectors), there are wide areas of consensus on both problems and solutions that ought to inform the work of network leaders, policy makers, and key decision-makers in governments, companies, multilateral agencies and international NGOs.

Here are the key findings from the first three surveys of the GSP initiative.

- The Three Priorities of Our Times:** Stakeholders identify three global priorities that must be achieved in order to get the world they want for the year 2020: sustainable development (SD), equitable globalization, and effective global governance.
- Sustainable Development is the Framework:** SD and the new economic frameworks needed to achieve it are consistently identified as the definition of success, a significant finding given the broad range of stakeholders represented.
- Acting as if Sustainability Mattered:** Fully seven in ten (72%) stakeholders expect we will incur major damage to human, social and ecosystem health because society is failing to make the transition to SD quickly enough. When asked for the most important initiative, a strong two thirds (66%) call for globally coordinated action involving the full range of initiatives tested. Perhaps ominously, one in five believe it is already too late.
- The Millennium Development Goals are Seen as a Vital Test of Global Resolve:** Stakeholders from all sectors see the MDGs as vital to achieve but unlikely to be achieved given current inaction. Most criticized for failing the development challenge: the United States, multinational companies, the IMF, World Bank, and developing country governments. Only NGOs, social movements, and the United Nations are given majority positive marks.

Toward Sustainable Development

"Effective"* Ways to Accelerate Progress, Global Stakeholders

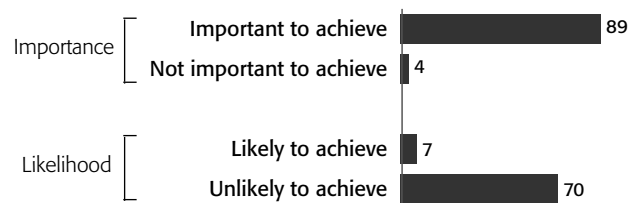


*"4" and "5"

Q. 3.2

Achieving the Millennium Development Goals

Importance vs Likelihood



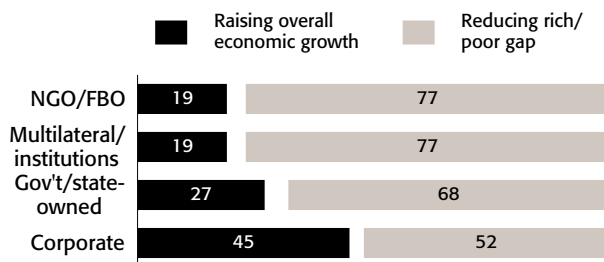
Q. 2.3, 2.4

HIGHLIGHTS REPORT

- **Equitable Globalization is the Imperative:** Even most NGO stakeholders accept that globalization is inevitable. Virtually all stakeholders see the equitable distribution of the benefits of globalization as the imperative. Nine in ten stakeholders think there is too much focus on increasing trade and investment and not enough on protecting things like human rights and the environment. The transfer of medicines and other needed technologies to the developing world is seen as a key priority.

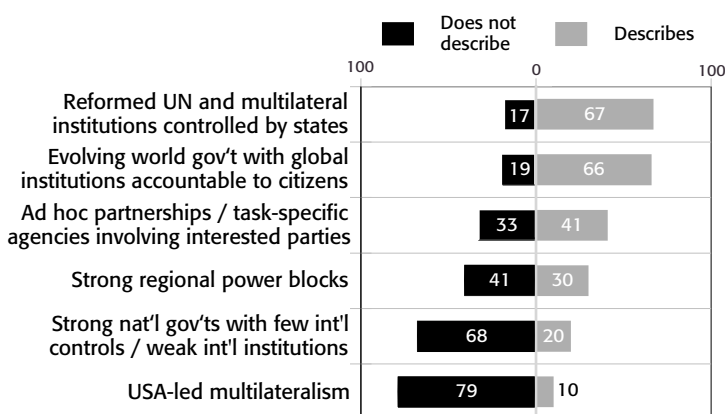
Global Society Should Focus on...

By Sector



Ideal Vision of Global Governance in 2020

NGO Leaders, "Does Not Describe" ("1" and "2") vs "Describes" ("4" and "5")



- **A Rejection of Trickle-Down Economics:** Even a majority of the business leaders surveyed believe that development emphasis must be placed on reducing the gap between rich and poor rather than on focusing on overall economic growth. Over eight in ten stakeholders (85%) believe our current understanding of economic development needs at least a major re-work, with four in ten believing that an entirely new model of development is required.

- **Effective Global Governance is Key to These Ends:** Stakeholders generally, and NGO leaders particularly see strong global governance in the form of an effective United Nations as key to achieving the sustainable and equitable world they want for the year 2020.

- **Deep UN Reform is Not an Option But a Necessity:** Stakeholders across all sectors, especially those having existing interaction with UN Agencies, are overwhelmingly dissatisfied with its operations and current impact in the world. They call for reforms aimed at greater operational efficiency, program innovation, and improved interaction with non-state actors. The good news is that they care enough to want the very best.

- **Democratizing the UN System:** A recurring theme in stakeholder responses to a wide range of questions on UN reform topics is the need to loosen the tight control of the UN system currently exercised by a few industrialized nation-states. While much of the official UN structural reform debate is currently focused on extending the permanent membership of the Security Council, it is interesting that stakeholders call even more strongly for an efficient and effective UN General Assembly and for making the IMF, World Bank and WTO accountable to the United Nations.

Creating a Civil Society Forum of non-state actors is seen as equal in priority to bringing developing countries into the Security Council.

- There is Common Purpose and Common Ground on Which to Build:** While important differences exist, the GSP initiative clearly shows there is far more fundamental agreement than disagreement among stakeholders from different sectors and geographies. NGO leaders are more likely than all others to believe that there are fundamental differences on key issues between NGO, business, and government stakeholders. However, survey results show these to be more matters of degree than of fundamental direction, as are the differences between Northern and Southern leaders surveyed.
- Getting from Here to There—Building the Capacity to Achieve the World They Want:** When asked what would most build the capacity of their organization, NGO stakeholders rate increased networking opportunities and help in building effective strategic alliances ahead of all other options, including greater financial support and fundraising capacity, as most helpful.
- The Role of the Global Stakeholder Panel Initiative—Giving Voice and Facilitating Collective Action:** The GSP resonates most strongly amongst Southern stakeholders, and especially Southern NGO stakeholders, three-quarters of whom (75%) say the GSP is important in bringing stakeholder views into the global discourse. Asked to rate possible next steps in the GSP initiative, stakeholders stress the importance of connecting the initiative to existing international processes and organizations as well as facilitating alliance-building among organizations interested in collective action on the priorities identified

through the GSP. Only 4 percent of respondents agreed to have the GSP discontinue operations and let other existing groups play these roles.

- Next Steps:** The first phase of the GSP initiative concludes with a face-to-face meeting of project advisors, donors, and selected GSP delegates from five continents. Delegates will debrief on GSP results to date, including implications at a regional and sectoral level, and develop plans on how best to advance the initiative. This meeting will take place on 10/11 February 2005, hosted at the Rockefeller Foundation in New York City. Results will be posted at the GSP website (<http://www2020Fund.org>).

UN Structure and Governance: Priorities for Reform
 "Priority,"* Global Stakeholders



*"4" and "5"
 Q. 4.3

EXECUTIVE SUMMARY

ACTIONS TO FACILITATE DEVELOPMENT *While most stakeholders generally see the potential of the UN’s Millennium Development Goals (MDGs) to facilitate development, there is nearly unanimous belief that the goals will not be achieved by the year 2015.*

- Stakeholders think international development can be best facilitated through policies focused on greater accountability and transparency of both international institutions involved in development as well as multinational companies who provide foreign direct investment.
- While NGO and government stakeholders rate achieving the UN’s Millennium Development Goals (MDGs) as an important way to facilitate development, corporate sector stakeholders are less certain that the goals will have a positive impact and those in Africa question the overall feasibility of the goals.
- The success of the MDGs relies on multi-sectoral engagement, including from the private sector. And while already underway, the UN needs to better demonstrate to leading private sector companies how MDG engagement can both strengthen existing social responsibility initiatives and contribute to its financial success.
- While setting ambitious MDGs is important, to be successful, they must be sufficiently flexible to recognize the varying capacity of countries and sectors—notably Africa and the corporate sector—to become fully engaged.

Impact on Facilitating International Development

"Positive,"* Global Stakeholders

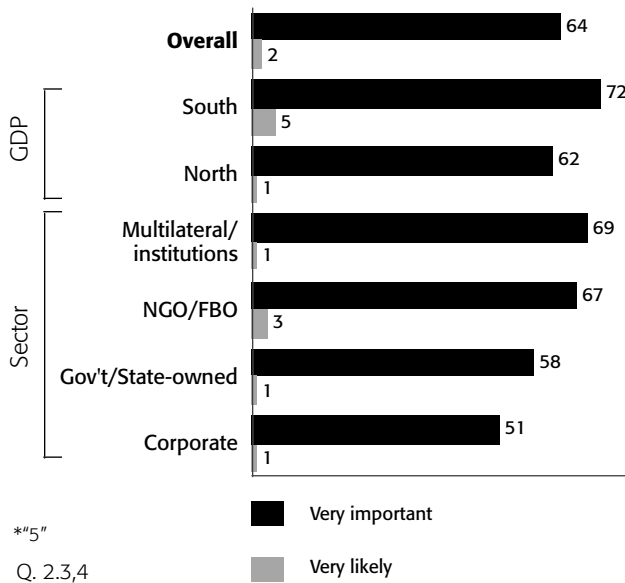
Accountability of int’l development institutions	78
More accountability on global companies’ FDI	76
Show int’l community how soc/econ reforms can co-exist	73
Achieve the MDGs	72
Debt resolution for developing countries	70
Indep’t reporting on corruption in developing countries	68
Global standards of social protection	68
Promote labour standards in developing countries	68
More indep’t reporting on MLA implementation	65
Expand citizen/CSO involvement in int’l development	65
Increase rich countries’ ODA to 0.7% of GDP	62
Maximize NGO role in aid delivery	58
Form even framework for companies’ FDI	56
Bring developing countries’ informal economies into main-stream	55
Multilateral framework for cross-border migration	52
Promote bilateral trade among developed/developing countries	42
Focus ODA on infrastructure projects to attract FDI	38

*"4" and "5"

Q. 6.5

Achieving Millennium Development Goals by 2015

"Very Important"* vs "Very Likely,"* Global Stakeholders,
by GDP and Sector

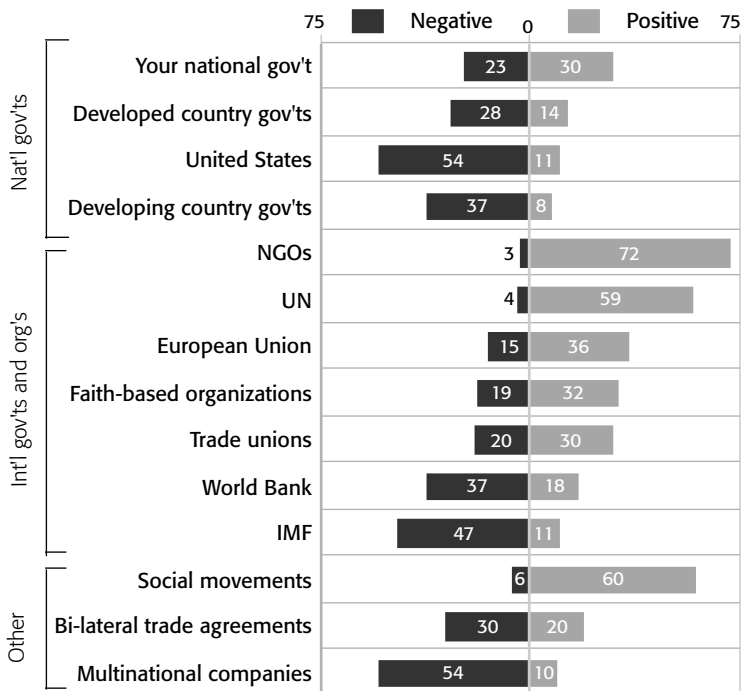


D **VELOPMENT: JUDGING THE ACTORS** *Development currently lacks multi-sectoral leadership. Aside from the UN and NGOs, stakeholders rate few institutions as having a net positive influence in facilitating development.*

- A majority of stakeholders rate only three of fourteen institutions surveyed, and notably, only traditional development actors, as currently having a positive influence on development: NGOs, social movements, and the UN.
- Southern stakeholders, and particularly those working for NGOs in the South, are less positive about the influence of NGOs in facilitating development in developing countries. This is an important finding on the perceived efficacy of NGOs in the South, as it derives from NGO stakeholders working directly in a developing world context.
- Aside from the UN and NGOs, stakeholders are clearly unimpressed with most international and local actors' contributions to development, especially, developing country governments, multinational companies, the United States, and the International Monetary Fund.
- Stakeholders' low ratings of most institutions and actors surveyed suggest a void in development leadership, particularly within the public and private sector.

Influence on Development in Developing Countries

"Positive"* vs "Negative,"** Global Stakeholders



**"4" and "5"

**"1" and "2"

Q. 2.1

S **USTAINABLE DEVELOPMENT** Stakeholders doubt that progress on Sustainable Development is occurring fast enough to avert major damage but think social marketing and the creation of a global social movement and/or multi-stakeholder leadership group to champion SD would most speed progress.

- Stakeholders think that a social marketing campaign, creating a global social movement comprised of NGOs and individual citizens, and a time-specific call-to-action by a multi-sectoral global initiative would be the most effective initiatives to accelerate SD progress.
- Overall, Southern stakeholders, and notably, those working for NGOs, are much more likely than those in the North to think all of the initiatives tested would be effective, with the exception of developing a multi-stakeholder leadership group to champion SD. Fully two-thirds of all stakeholders say that an integrated program involving all initiatives tested would be effective.
- Results suggest a strong desire for innovation in and expansion of SD initiatives, with fewer than one in ten stakeholders indicating that concentrating on existing SD initiatives would be an effective strategy.

Toward Sustainable Development

"Effective"* Ways to Accelerate Progress, Global Stakeholders



*"4" and "5"

Q. 3.2

RATING THE UN'S PERFORMANCE *While stakeholders do not doubt the UN's importance and legitimacy, the UN is clearly failing to meet its stakeholders' expectations, particularly in creating innovative development programs and being accountable to the global public.*

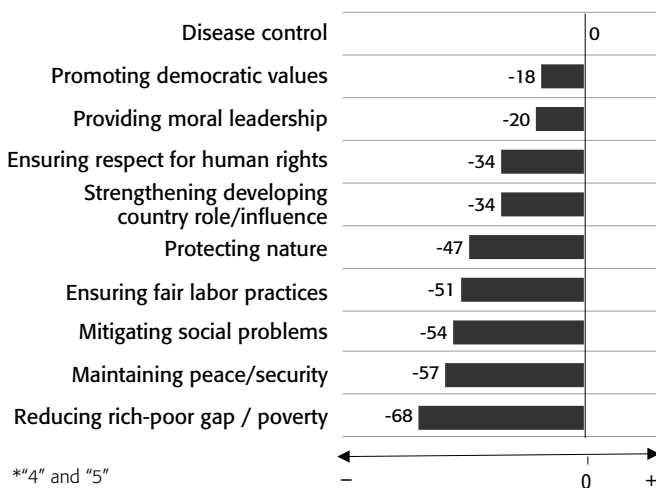
- Stakeholders have high aspirations for the UN. However they are critical of its performance, particularly in reducing poverty and the rich-poor gap, in maintaining peace and security around the world, and in mitigating social problems in the world. There is little difference in opinion across sectors: NGO, corporate, government, and institutional stakeholders are equally critical of the UN's role in affecting the world.
- In terms of its operations and management, the UN's performance to date has similarly left stakeholders from all sectors disenchanted, notably

regarding the UN's performance in being accountable to the global public, conducting its operations efficiently, and ensuring innovation in its development programs.

- Southern stakeholders are slightly more positive than those in the North about the UN's management and operational performance.
- Respondents were asked about their UN interaction, which ranged from being a UN employee to having no UN interaction at all. In total, more than six in ten respondents have at least some interaction with the UN.

Overall Impression of UN Performance

Net Ratings ("Exceeding"* Minus "Not Meeting My Expectations"**), Global Stakeholders



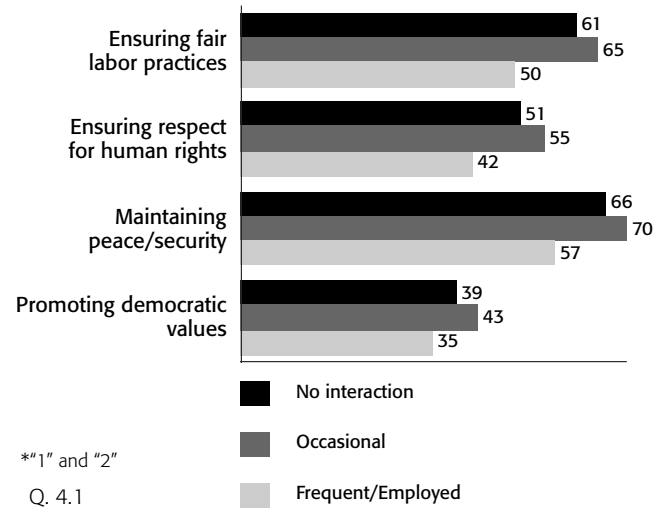
*"4" and "5"
 **"1" and "2"

Q. 4.1

- Among those with at least some UN interaction, overall opinion of the UN's work to date is at best lukewarm. Nearly half of this UN-engaged subsample of respondents are unable to offer a positive rating and instead rate their impression as 'neither positive nor negative'.*
- The more UN interaction that stakeholders have, the more likely it is that they are critical of internal management functions. Stakeholders who have no interaction with the UN are less critical than others of such internally-focused attributes as hiring and promotion decisions and having transparent operations. This is a particularly negative finding for the UN.

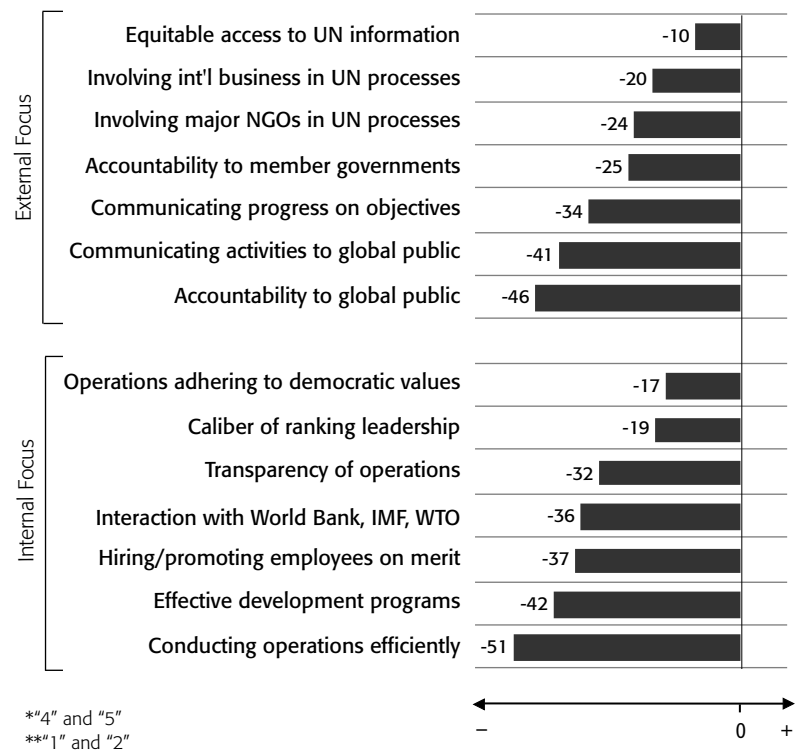
Overall Impression of UN Performance

"Not Meeting My Expectations,"* Selected Attributes
Global Stakeholders, by UN Interaction



Overall Impression of UN Management and Operations

Net Ratings ("Exceeding"* Minus "Not Meeting My Expectations"**) ,
Global Stakeholders



* It is important to note that the third GSP survey was fielded between April and October 2004, a particularly difficult time for the UN, during which the Darfur conflict in Sudan and the ongoing, non-UN authorized war in Iraq were prominent UN-related issues.

P **RIORITIES FOR UN REFORM** *The need for UN reform is evident among stakeholders. With the exception of reforming its relationship with the business community, a majority of stakeholders rate all reform areas tested as a priority for reform. The UN has the potential to enhance its credibility amongst GSP stakeholders by demonstrating how it is accountable to the global public, how it is making steps to improve operational efficiency, and communicating how it is pursuing strategies to become more innovative in its development programming.*

Reform priorities for UN structure and governance:

- Stakeholders prioritize reforms that would enable a more efficient and effective General Assembly and make the World Bank, IMF, and World Trade Organization (WTO) more accountable to the UN.
- Corporate stakeholders rate most reforms as less of a priority, particularly in comparison to those working for NGOs, especially regarding reforms to include developing countries in the Security Council, to make the World Bank, IMF, and WTO more accountable to the UN, and reforms that aim to create a People's or a Civil Society Forum.*

UN Structure and Governance: Priorities for Reform
 "Priority,"* Global Stakeholders



*"4" and "5"
 Q. 4.3

* A People's Forum would comprise directly elected representatives from around the world; a Civil Society Forum comprises accredited NGOs, trade unions, and business organizations.

Reform priorities for UN management and operations:

- Stakeholders prioritize reforms that would increase developing countries' involvement in UN processes and reforms that acknowledge the role of broad-based coalitions of NGOs and like-minded States to campaign outside of UN structures for objectives that are consistent with UN goals (e.g., Land Mines Treaty).
- Southern stakeholders, particularly those working for NGOs, rate an expanded UN role for trade unions, international business, and NGOs as a priority for reform much more than all others.
- In general, Southern stakeholders rate all management and operational reforms as a higher priority than do those in the North.

**UN Management and Operations:
Priorities for Reform**

"Priority,"* Global Stakeholders



*"4" and "5"
Q. 4.5

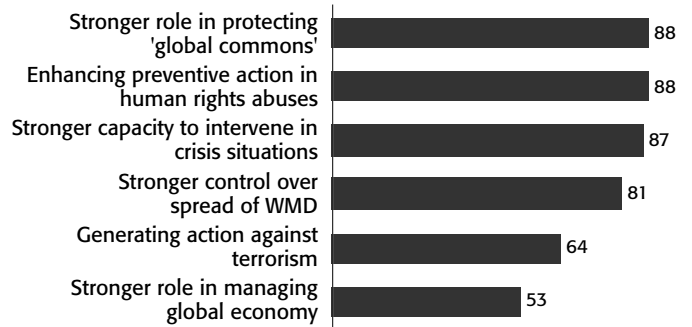
EXECUTIVE SUMMARY

Reform priorities for the UN's roles:

- Stakeholders prioritize reforms that would strengthen the UN's capacity to protect the global commons (e.g., oceans, atmosphere) and its capacity to intervene and take preventive action in crisis and human rights abuse situations.
- Corporate stakeholders are the least likely to prioritize reforms that would strengthen the UN's role in managing the global economy, suggesting these stakeholders do not wish to see a stronger UN role in economic management.
- Southern stakeholders are much more likely than others to prioritize reforms that would enhance the UN's ability to fight terrorism.

UN Roles: Priorities for Reform

"Priority,"* Global Stakeholders



*"4" and "5"
Q. 4.7

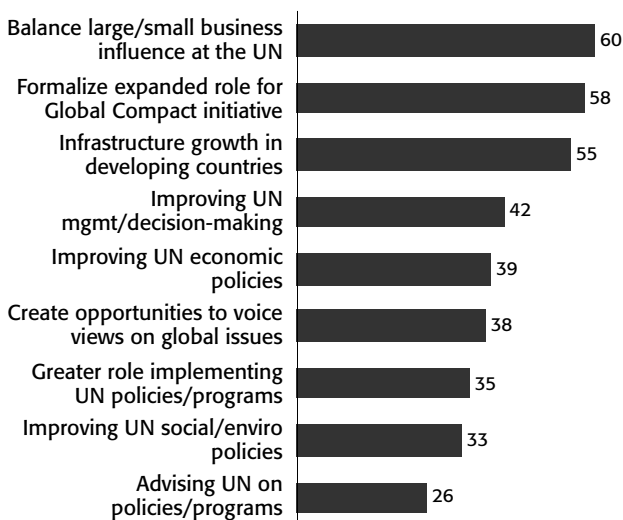
Reform priorities for NGO and business community interaction:

- Stakeholders prioritize reforms that would provide space for NGOs to voice views on global issues and improve Southern NGOs' capacity to participate in UN processes.
- In terms of business interaction, stakeholders prioritize reforms that would provide a better balance between large and small business influence at the UN and formalize an expanded role for the Global Compact initiative involving businesses that agree to implement all UN conventions and standards in their operations.

- NGO stakeholders, and especially those in the North, put little priority on reforms that seek to enhance business' role in the UN, particularly reforms that enable business to voice its views on global issues and to advise the UN on its policies and programs.
- Overall, Southern stakeholders are more positive than their Northern counterparts regarding the role of business within the UN, for example, putting a priority on reforms that would create a greater business role in helping the UN improve its economic policies.
- In general, corporate stakeholders do not see expanded NGO roles as a salient aspect of UN reform, and NGO stakeholders do not see expanded business roles as salient.

UN Interaction with Business Community: Priorities for Reform

"Priority,"* Global Stakeholders



*"4" and "5"
Q. 4.10

UN Interaction with NGOs: Priorities for Reform

"Priority,"* Global Stakeholders

Create chances to voice views on global issues	73
Improve Southern NGO ability to join in UN processes	70
Greater role advising UN on policies/programs	69
Improve North/South balance in participation	69
Give NGOs feedback on their policy/program advice	66
Greater role invoking UN policies/programs	65
Improve participation in UN policy-making process	64
Make gov'ts include local NGOs when considering UN matters	64
Improving developing country gov'ts' UN involvement	62
Showing interest groups' needs	59
Greater role as 'moral compass' for UN	55

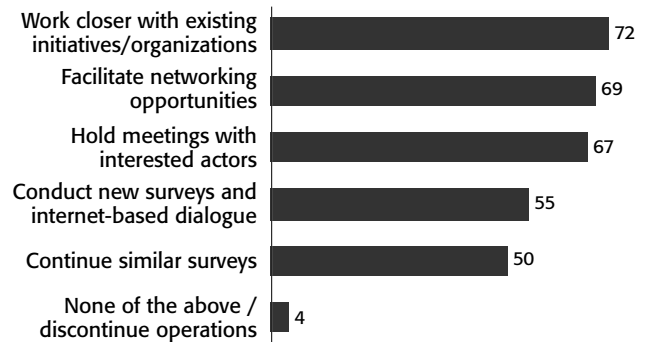
*"4" and "5"
Q. 4.9

MOVING THE GSP AGENDA FORWARD *Stakeholders advise that the GSP align itself more closely with existing initiatives and organizations, and that survey results are communicated to as wide an audience as possible.*

- The GSP's objective has been to evolve an agenda and priorities for action towards a sustainable world, using the year 2020 as a milestone. Over the course of three GSP surveys, stakeholders have identified these priorities and rated the efficacy of potential action and actors to achieve them. The next question then is, where to from here?
- Of six potential next steps for the GSP, stakeholders advise the GSP to work more closely with existing initiatives and organizations, such as the World Social Forum or Civicus, and to facilitate networking opportunities, either virtually or via in-person meetings.
- Unprompted, the most frequent advice from stakeholders on how best to advance the GSP initiative focus on action: to communicate GSP results to as wide an audience as possible.
- Stakeholders also frequently recommend establishing a GSP Forum, either virtually or via regional in-person meetings. This could serve a variety of functions including: developing and implementing strategies based on survey results; facilitating dialogue between sectors; convening a conference of international NGOs; helping to create a truly global NGO.

Value of Next Steps in GSP Initiative

"Valuable,"* Global Stakeholders



*"4" and "5"
Q. 5.3

- Taking heed of stakeholders' advice, in February 2005, the GSP will convene a meeting of project donors, advisors, and selected respondents from five global regions to debrief on GSP results. As a corollary, this meeting also establishes a networking forum for selected GSP respondents and philanthropic leaders.
- Results of the GSP meeting will be posted on the 2020 Fund website (<http://www.2020Fund.org>) and readers are strongly encouraged to visit the site and add their views to this discussion.

INTERPRETIVE REPORT

INTRODUCTION

The 2020 Global Stakeholder Panel (GSP) is an international survey research and communication initiative concerned with globalization, governance, and capacity building. The GSP initiative aims to establish an inclusive, transparent process using a series of surveys, whereby a broad cross-section of stakeholders from NGO, corporate, and government sectors—a global panel—can co-evolve a compelling vision of the priorities for action toward a sustainable world, with the results broadly shared. The research is intended to inform decision makers, policy makers, and leaders from NGOs, social movements, multilateral organizations, think tanks, and academic institutions in their own efforts on development, sustainability, and globalization.

The research is being designed and conducted on a non-profit basis for the 2020 Fund by GlobeScan Incorporated (formerly Environics International Ltd.), a leading global issues research organization with offices in Toronto, Washington, and London. The results presented in this report derive from the third in a series of surveys that was fielded between April and October, 2004.

The report, available free of charge, aims to encourage a great variety of global stakeholders to join in this ongoing iterative research process that seeks to provide quantitative inputs to the global discourse on the subjects of globalization, sustainable development, global governance, and capacity building.

GlobeScan developed a three-dimensional sampling matrix to ensure that both the respondents to the 2020 GSP surveys and their responses are indicative of a broad range of global stakeholders: that is,

leaders from a full range of organizations/networks from NGOs through governments and businesses, operating at all levels from local to global, across all geographic regions.

The matrix was used as a template to enlist a wide range of network organizations (listed in the Background section of the report) who are encouraging their global networks to participate in the full series of surveys. A full range of participation options, from mail and fax versions of the questionnaire to online versions in five languages (Arabic, English, French, Portuguese, and Spanish), ensure the fullest possible participation.

The first and second GSP surveys served an agenda-setting and visioning exercise, respectively, where respondents first identified areas requiring the greatest attention to get to the world they want by the milestone year 2020 and then described their ideal vision of these priority areas and the steps needed to achieve this vision. Individuals responding to the first GSP survey identified global governance and development as requiring the greatest attention. In the second GSP survey, respondents indicated their overall dissatisfaction with current development models, and while they saw the United Nations (UN) as playing a key role in achieving their ideal vision of development and governance, respondents felt significant reform was needed at the UN.

These findings were used to develop the third GSP survey, resulting in this report of stakeholders' assessment of potential actions to facilitate development, their assessment of the UN's performance in

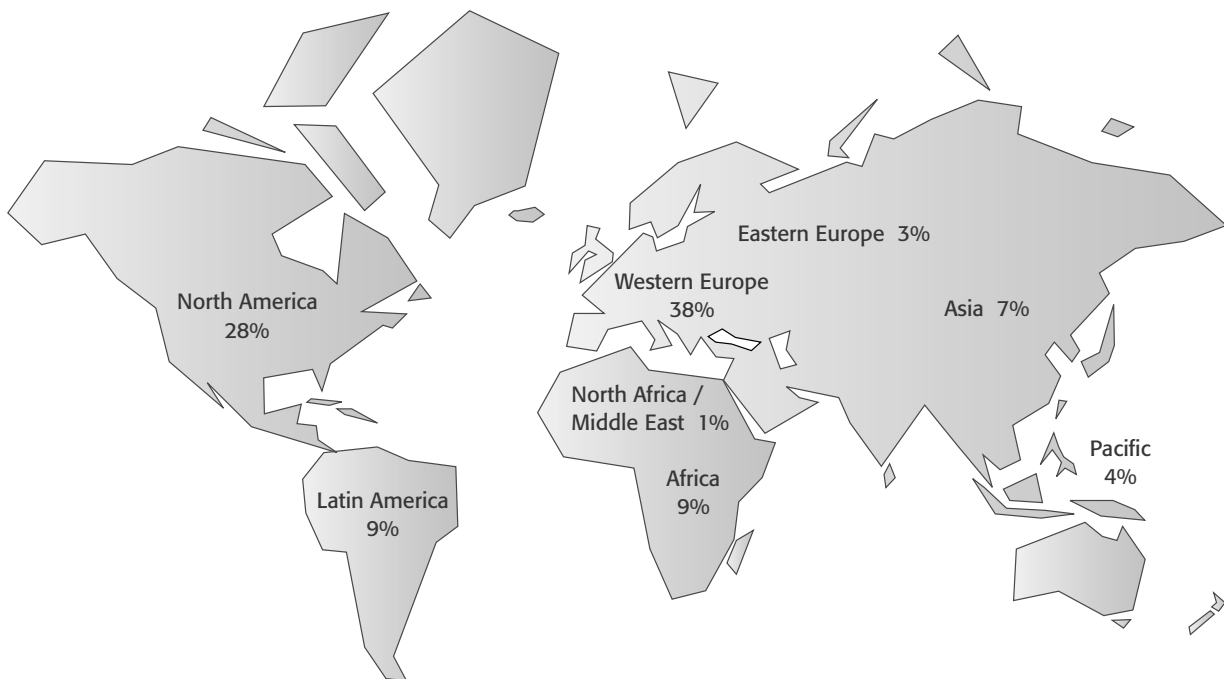
operations, management, and impact in the world, and stakeholders' priorities for UN reform. As the UN is a hub around which much of the world's development work and governance debates take place, it is fitting that the final survey of this iteration of the GSP has focused on the UN and how stakeholders think it can best support their ideal visions of the future. The report also coincides at a time when the UN's efficacy is under review, through its own internal review of its relationship with civil society and its capacity to manage peace and security in the world and respond to global threats.

Survey Respondents

A total of 1,026 qualified respondents from 60+ countries responded to this third GSP survey, a substantial increase from the 521 qualified respondents who responded the second GSP survey (fielded between May and September 2003).

To be qualified, respondents had to either hold a key leadership position in their organizations or be an influential individual (e.g., a network / community leader, politician, lawyer, judge, or journalist). A total of 94 unqualified respondents also participated in the third survey.

Geographical Distribution of Responding Global Stakeholders

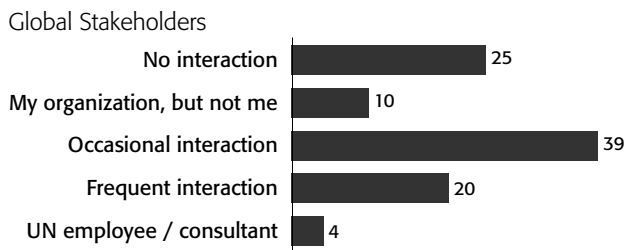


INTERPRETIVE REPORT: INTRODUCTION

A wide range of countries are represented:

- One in five (17%) respondents live in countries with relatively low GDP per capita (less than US \$4,000).
- More than one in ten (12%) live in countries in the mid-range of GDP per capita (\$4,000-\$18,000).
- Seven in ten (70%) respondents live in countries with relatively high GDP per capita (more than \$18,000).
- Overall, eight in ten (79%) respondents live in the global North and the remaining 21 percent live in the global South. (These categories are based on GDP per capita).

Interaction with the UN



Q. 4.11

Based on respondents' self-selection:

- One-half (50% or 514 respondents) do their work for non-governmental organizations (NGOs). The remaining respondents work for multilateral agencies, institutions, and think tanks (19%), in the corporate sector (14%), in the public sector (7%), or the media (2%).
- Among the NGO respondents, one-third (34%) are involved in NGOs focused on community development and organizational capacity building and one-quarter (25%) in education. A further four in ten work for NGOs involved either in human rights (22%) or the environment (21%).
- The majority of stakeholders' work is done either at the regional or global level (43%) or at the state, provincial, or country level (27%). Fewer work at the local level (10%).
- Four in ten (38%) stakeholders come from Western Europe, three in ten (28%) from North America, and two in ten (18%) either from Latin America (9%) or Africa (9%). The rest come from Asia (7%), the Pacific (4%), Eastern Europe / Central Asia (3%), or the Middle East / North Africa (1%).

In order to differentiate views between the Global South and North, respondents' countries were categorized according to their GDP per capita. Countries whose GDP per capita was below US \$4,000 were categorized as global South (for example: India, Nigeria, Zimbabwe). The global North included several countries with a medium GDP per capita (typically, greater than \$8,000, for example, Mexico and Russia) and all high GDP per capita countries (US\$18,000+).

Given the third survey's focus on UN reform and stakeholders' satisfaction with the UN's performance in a number of areas, respondents were asked to rate the extent of their interaction with the UN over the past two years. This distinction affords informed insight on UN performance and on reform priorities from those who have had direct contact with the UN. More than six in ten respondents interact occasionally (39%) or frequently (20%) with the UN, or are UN employees (4%). Differences in opinion between those with and without UN interaction are noted throughout the report.

Readers should keep the following in mind as they read the results and consider the findings. As in previous GSP surveys, Western Europe and North America are over-represented particularly in comparison to the Middle East and North Africa, Eastern Europe and Central Asia, and the Pacific. By sector, government and union stakeholders are under-represented, for the likely reasons mentioned in the methodology section on page 56 of this report. While corporate sector representation has been steadily improving over the three GSP surveys, it is still short of the target set for the project (no doubt due to the widespread "respondent fatigue" in the corporate sector). Despite these noted deficiencies, we can speak of the survey results as deriving from a multi-stakeholder study, broadly indicative of views of people worldwide who are following the international agenda.

FACILITATING DEVELOPMENT: RATING SELECTED ACTIONS *Stakeholders understand how transparency can facilitate development: Knowing what institutions are doing enables them to then hold these institutions accountable for their actions.*

Respondents were asked to rate the impact that various actions might have on facilitating greater international development. Global stakeholders are optimistic about nearly all actions tested, with a majority rating 15 of 18 actions as having a positive impact.

Stakeholders rate actions aimed at promoting transparency and accountability in international institutions' development work (78%) and multinational companies' foreign direct investment (76%) as having the most positive impact in facilitating development.

Achieving the Millennium Development Goals is also considered important (72%), and when respondents were asked to name the single most important action from the above list, fully 29 percent named the MDGs, topping the chart.

The weakest actions are considered to be completing the Doha Trade Round (36%) and building infrastructure (e.g., bridges, ports) using Official Development Assistance (ODA) (38%) funds. As reported in previous GSP research,* stakeholders continue to doubt the efficacy of completing the Doha Trade Round, either as a way to achieve their ideal vision of globalization or in facilitating development.

Impact on Facilitating International Development

"Positive,"* Global Stakeholders

Accountability of int'l development institutions	78
More accountability on global companies' FDI	76
Show int'l community how soc/econ reforms can co-exist	73
Achieve the MDGs	72
Debt resolution for developing countries	70
Indep't reporting on corruption in developing countries	68
Global standards of social protection	68
Promote labour standards in developing countries	68
More indep't reporting on MLA implementation	65
Expand citizen/CSO involvement in int'l development	65
Increase rich countries' ODA to 0.7% of GDP	62
Maximize NGO role in aid delivery	58
Form even framework for companies' FDI	56
Bring developing countries' informal economies into mainstream	55
Multilateral framework for cross-border migration	52
Promote bilateral trade among developed/developing countries	42
Focus ODA on infrastructure projects to attract FDI	38
Complete Doha Round	36

**4" and "5"
Q. 6.5

* insert footnote: GSP 2 full report, page 33

Stakeholders in the global South are more likely than their counterparts in the North to rate all actions as having a positive impact, particularly the creation of a cross-border migration policy (64% vs. 49%) and ODA-funded infrastructure development (59% vs. 32%).

While NGO (77%) and government stakeholders (76%) rate the Millennium Development Goals (MDGs) positively, it is interesting that those in the corporate sector (58%) are less likely to see MDG achievement as having a positive impact on facilitating development. As others have noted, while the main responsibility for achieving the MDGs lies with governments, the goals can only be successfully implemented if all sectors are engaged.* Initiatives such as Business and the MDGs, a joint effort between the UNDP and the International Business Leader Forum aimed at helping the corporate sector understand the business opportunities inherent in addressing social and environmental challenges, may help improve the corporate sector's engagement with the MDGs.

Action Needed Most Urgently to Facilitate International Development

Global Stakeholders, Top Three Selected

Achieve the MDGs	29
Debt resolution for developing countries	28
Global standards of social protection	27
Increase rich countries' ODA to 0.7% of GDP	25
Accountability of int'l development institutions	23
Show int'l community how soc/econ reforms can co-exist	19
Expand citizen/CSO involvement in int'l development	19
More accountability on global companies' FDI	17
Maximize NGO role in aid delivery	16
Indep't reporting on corruption in developing countries	15
Promote labour standards in developing countries	12
More indep't reporting on MLA implementation	10
Bring developing countries' informal economies into mainstream	9
Multilateral framework for cross-border migration	7
Balanced framework for companies' FDI	6
Complete Doha Round	6
Focus ODA on infrastructure projects to attract FDI	5
Promote bilateral trade among developed/developing countries	3

Q. 6.6

* See for example the International Business Leaders Forum publication Business and the MDGs, available at <http://www.iblf.org/csr/csrwebassist.nsf/content/f1d2b3aad4.html>.

D **EVELOPMENT: JUDGING THE ACTORS** *Aside from the UN and NGOs, stakeholders rate few institutions as having a net positive influence in facilitating development.*

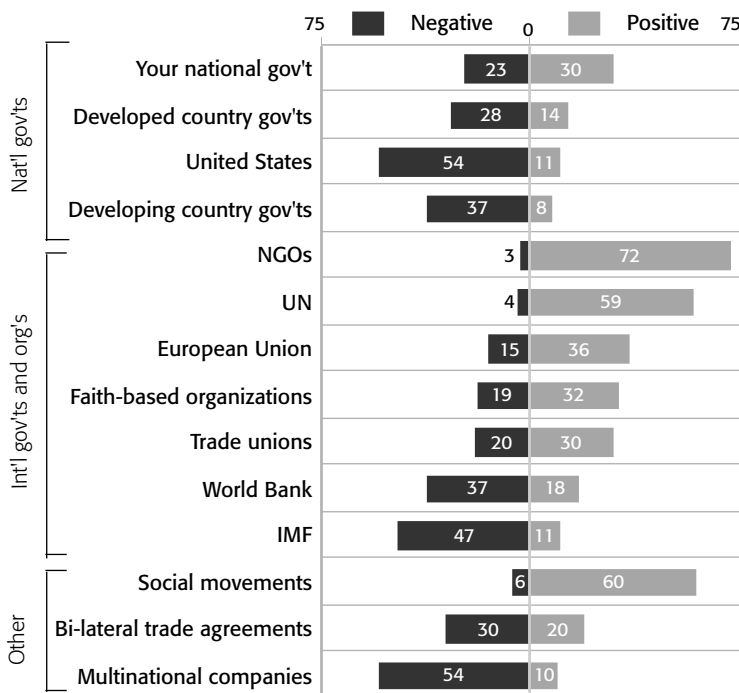
Respondents were given a list of local, national, and international institutions and asked to rate the influence that each has had to date in facilitating development in developing countries.

Stakeholders rate NGOs (72%), social movements (60%), and the United Nations (UN) and its agencies (59%) substantially ahead of all others as having a positive influence in facilitating development in the world's poorest countries. Overall, less than one in two stakeholders rate all other institutions tested as having a positive influence on development.

This is a strong indictment of international actors' contributions to development, particularly of the efforts of developing country governments (8% of stakeholders say it is having a 'positive' influence), multinational companies (10%), the US (11%), and the International Monetary Fund (11%).

Southern stakeholders are generally less positive than those in the North, particularly regarding the influence of NGOs (60% vs. 75%), the UN (50% vs. 61%), and their national government (21% vs. 32%); non-NGO Southern stakeholders

Influence on Development in Developing Countries
 "Positive"* vs "Negative,"** Global Stakeholders



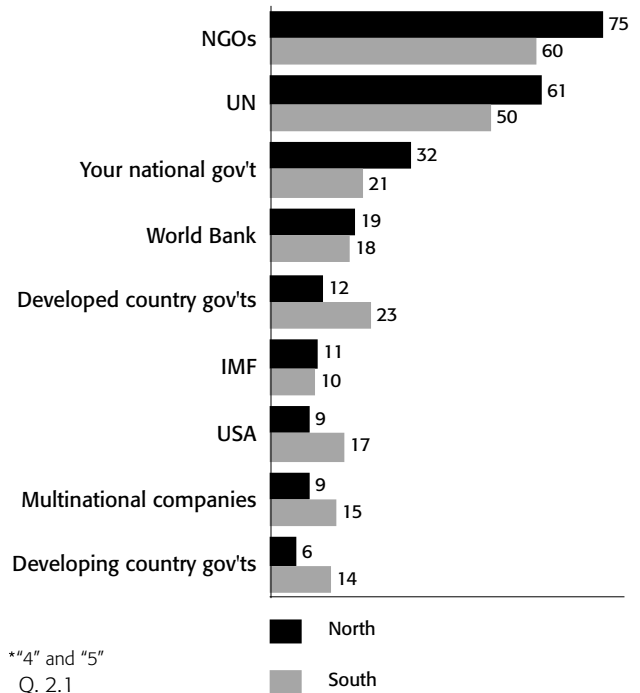
*"4" and "5"
 **"1" and "2"

Q. 2.1

are especially likely to rate NGOs and the UN less positively than all Northern stakeholders.

Respondents' interaction with the UN has little impact on assessing its performance: Stakeholders who have frequent interaction or who are UN employees/contractors are no more likely than those with either occasional or no interaction to give the UN either a positive or negative rating. NGO stakeholders are much more likely than corporate stakeholders to rate the IMF, the World Bank, and not surprisingly, multinational companies as having a negative influence on development.

Influence on Development in Developing Countries
 "Positive,"* Selected Actors, Northern vs Southern Stakeholders



SUSTAINABLE DEVELOPMENT Stakeholders doubt that progress on sustainable development (SD) is occurring fast enough to avert major damage but think social marketing and the creation of a global social movement and/or multi-stakeholder leadership group to champion SD would most speed progress.

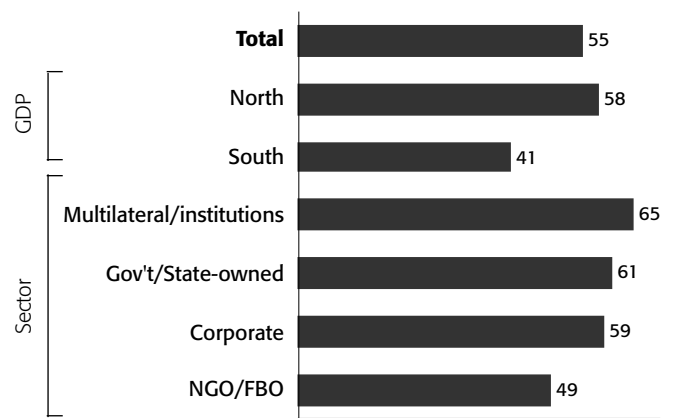
Likelihood of Progress on Sustainable Development

Stakeholders are pessimistic about the rate at which society is making the transition toward sustainable development (SD). When asked to rate the likelihood that progress will occur fast enough to avert major, irreversible damage to human, social, and ecosystem health, more than one in two (55%) think that this is unlikely, similar to the views of GlobeScan's panel of sustainability experts (47%).

This pessimism extends across all sectors: Multilateral (65%) and government stakeholders (61%) are particularly inclined to think that progress is not occurring fast enough to avert major damage. While there is slightly more optimism among Southern (16%) versus Northern stakeholders (7%), less than one in five African (18%) and Latin American stakeholders (16%) say it is likely that progress is occurring fast enough.

Progress on Sustainability Occurring Fast Enough to Avert Damage

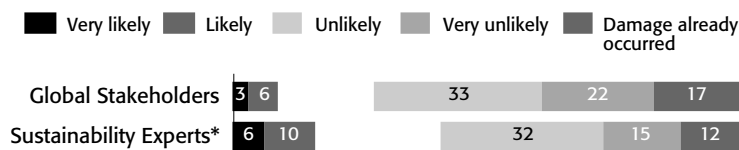
"Unlikely,"* Global Stakeholders, by GDP and Sector



*"1" and "2"
Q. 3.1

Progress on Sustainability Occurring Fast Enough to Avert Damage

Global Stakeholders vs Sustainability Experts



The white space in this chart represents "DK/NA" and "Neutral."

*Source: GlobeScan's biannual Survey of Sustainability Experts, 2003–2

Q. 3.1

Accelerating Progress Toward Sustainable Development

Respondents were provided with six potential initiatives and asked to rate the effectiveness of each in accelerating progress toward SD.

Stakeholders think that a social marketing campaign (61%), creating a global social movement comprised of NGOs and individual citizens (60%), and a time-specific call-to-action by a multi-sectoral global initiative (59%) would be the most effective initiatives to accelerate SD progress. Fully two-thirds of all stakeholders (65%) say that an integrated program involving all initiatives tested would be effective.

Toward Sustainable Development

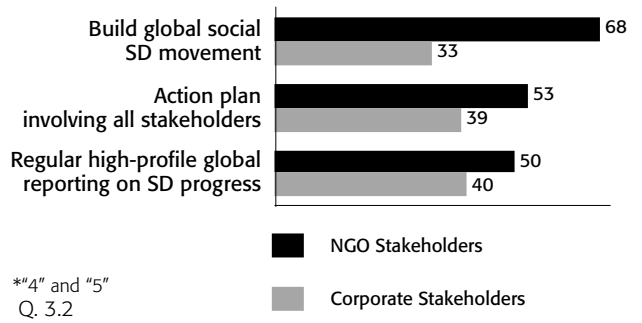
"Effective"* Ways to Accelerate Progress, Global Stakeholders



*"4" and "5"
Q. 3.2

Toward Sustainable Development

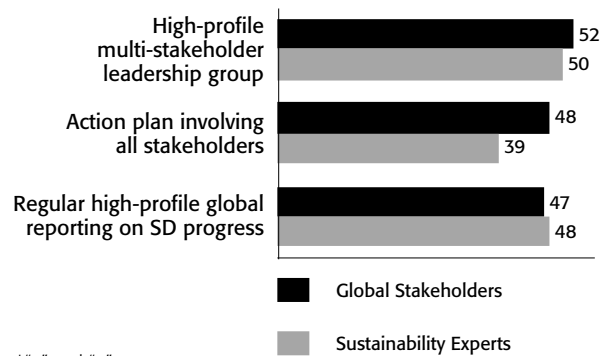
"Effective"* Ways to Accelerate Progress
NGO vs Corporate Stakeholders



*"4" and "5"
Q. 3.2

Toward Sustainable Development

"Effective"* Ways to Accelerate Progress
Global Stakeholders vs Sustainability Experts**



*"4" and "5"
**Source: GlobeScan's Survey of Sustainability Experts, 2001-2
Q. 3.2

Proposed Action to Accelerate SD Progress:

- Develop a new SD action plan involving all stakeholders.
- Develop a high-profile multi-stakeholder leadership group to champion SD.
- Build a global social movement for SD, as an alliance of existing NGOs and individual citizens.
- Launch and sustain a multi-sectoral global initiative—involving all interested parties—to achieve a sustainable world within a declared timeframe (similar to Kennedy’s ‘man on the moon within a decade’).
- Make regular high-profile global reports on SD progress.
- Create a social marketing campaign to promote actions toward SD, including the use of advertising and other mass communications channels.

The notion of social movements resonates with many stakeholders, as a previous section reported that stakeholders think these movements are facilitating development (see findings on page XX of this report). However, not all stakeholders embrace a global social movement comprised of NGOs and individual citizens; less than six in ten (58%) multilateral stakeholders, and only one-third (33%) of corporate stakeholders, believe this would be effective, possibly because of the overt focus on NGOs in this proposed alliance.

Overall, Southern stakeholders, and notably, those working for NGOs, are more likely than those in the North to think all of the initiatives tested would be effective, with the exception of developing a multi-stakeholder leadership group to champion SD.

Results suggest a strong desire for innovation in and expansion of SD initiatives, with fewer than one in ten stakeholders (5%) indicating that concentrating on existing SD initiatives would be an effective strategy.

MILLENNIUM DEVELOPMENT GOALS *While there is resounding support for the MDGs, stakeholders, especially those in Africa, believe the goals are overly ambitious and most unlikely to be achieved.*

Ambition of the Millennium Development Goals

Respondents were given a brief introduction to the UN’s Millennium Development Goals (MDGs) and asked to rate the overall ambitiousness of achieving these goals by the year 2015.

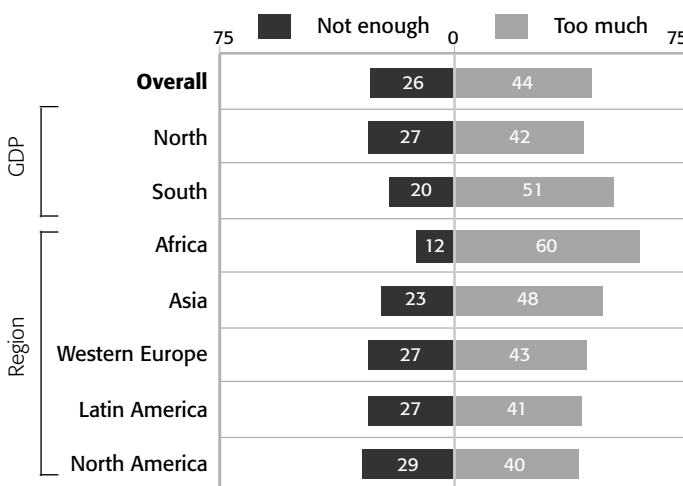
Overall, stakeholders are more likely to think that the MDGs are too ambitious (44%) rather than not ambitious enough (26%). Pluralities in all regions, and especially in Africa, believe the MDGs are overly ambitious. Given that the UN recently described sub-Saharan Africa as “far from making adequate progress on most of the MDGs,”* it is not surprising that African stakeholders are the most likely to rate the MDGs as overly ambitious.

There is little difference in opinion across sectors, with stakeholders across all sectors more likely to think the goals are overly rather than under ambitious.

Results confirm the importance of regularly assessing Africa’s capacity to implement the goals, for example, through the UNDP’s framework for regions and countries to chart their progress on MDG implementation.

Ambitiousness of Millennium Development Goals

“Not Enough”* vs “Too Much,** Global Stakeholders
By GDP and Selected Regions



*"1" and "2"
**"4" and "5"

Q. 2.2

* Implementation of the Millennium Development Goals (August, 2004), available at: <http://www.un.org/millenniumgoals/>

Importance and Likelihood of Achieving the MDGs

Stakeholders were also asked to rate the importance of global society achieving the MDGs by 2015 as well as the likelihood that global society will be successful in achieving them.

There is overwhelming support for the MDGs, with a strong majority (64%) of stakeholders saying that achieving the goals is “very” important. There is little difference in opinion based on sector or region; respondents from all sectors and geographies believe the goals are important to achieve.

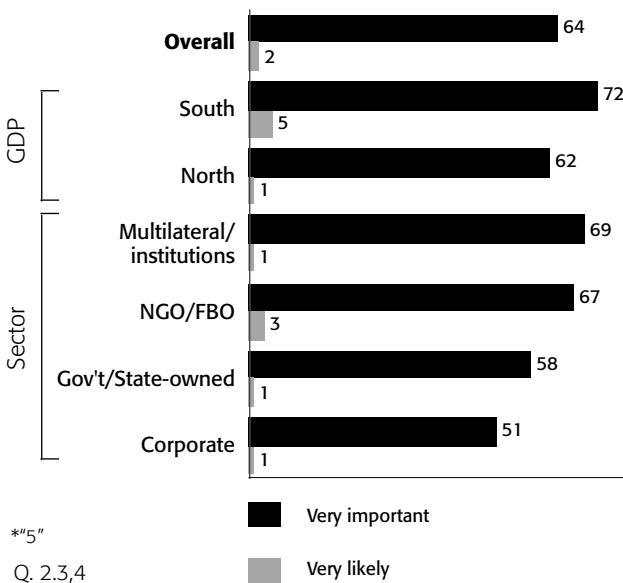
However, when respondents are asked to consider the likelihood of achieving the MDGs by 2015, less than one in ten (7%) think it is either very likely (2%) or likely (5%) that this will happen. This doubt

pervades all sectors, as few stakeholders from either the corporate, NGO, government, or institutional sectors think global society will successfully achieve the goals by 2015.

Most stakeholders view the MDGs as a powerful vehicle through which to facilitate progress on development (see page 30 of this report). However, stakeholders are not alone in their pessimism about achieving the MDGs. Concern about MDG achievement is also evident within the UN’s leadership, notably in UN Secretary-General Kofi Annan’s recent comments that a “major breakthrough is needed if the 2015 (MDG) targets are to be met.”*

Achieving Millennium Development Goals by 2015

“Very Important” vs “Very Likely,”* Global Stakeholders, by GDP and Sector



* Implementation of the UN Millennium Declaration (August, 2004), available at: <http://www.un.org/millenniumgoals/>

RATING THE UN'S PERFORMANCE

OVERALL ASSESSMENT OF THE UN'S WORK *Stakeholders who occasionally or frequently interact with the UN, or who are UN employees, are ambivalent about the UN's work to date, with a near majority reporting that they are neither impressed nor unimpressed with its work.*

As described in the introduction of this report, respondents were asked to indicate the extent of their UN interaction, ranging from none, occasional, frequent, to UN employee. More than six in ten stakeholders (64%) have had occasional (39%) or frequent interaction (20%), or are UN employees (4%). These stakeholders were then asked to rate their overall impression of the UN's work.

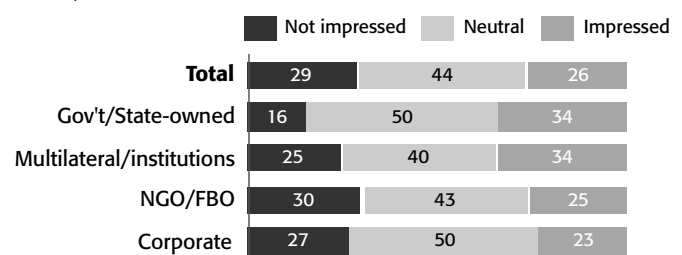
These UN-engaged stakeholders are equally impressed (26%) as they are unimpressed (29%) with the UN's work, with those working for government and think tanks / multilaterals slightly more likely to be impressed than those working for NGOs. There is no difference in opinion based on respondents' region or on the extent of their interaction with the UN. That is, stakeholders who have had no, occasional, or frequent UN interaction in the past two years are equally unimpressed with the UN's work.

At best, this subsample of respondents has only a lukewarm impression of the UN's work, with a plurality (44%) offering neither a positive nor a negative assessment of its work. Such a large group of 'undecided' stakeholders is not a strong endorsement of the UN's work to date, particularly as it includes people working closely with the organization.

The following sections report all stakeholders' impressions of specific aspects of the UN's work, identifying areas where stakeholders' expectations are not being met and where the UN needs to improve in order to address its stakeholders' concerns.

Assessment of UN Work

By Selected Sectors



Subsample: Stakeholders with UN interaction, includes those with occasional/frequent interaction or who are UN employees (n=652)
Q. 4.12

THE UN'S IMPACT IN AFFECTING THE WORLD *The UN is failing to meet stakeholders' expectations in all aspects of its roles and responsibilities.*

Respondents were provided with several of the UN's roles and responsibilities* and were asked to rate the extent to which its performance in each met their expectation.

The UN is not meeting its stakeholders' expectations in all areas tested, and most notably in reducing poverty, maintaining peace, and mitigating social problems.

This GSP survey was fielded between April and October, 2004, during which time the Darfur conflict in Sudan and the ongoing, non-UN unauthorized war in Iraq were prominent UN-related issues. It is likely that these events contribute to stakeholders' very negative assessments, particularly

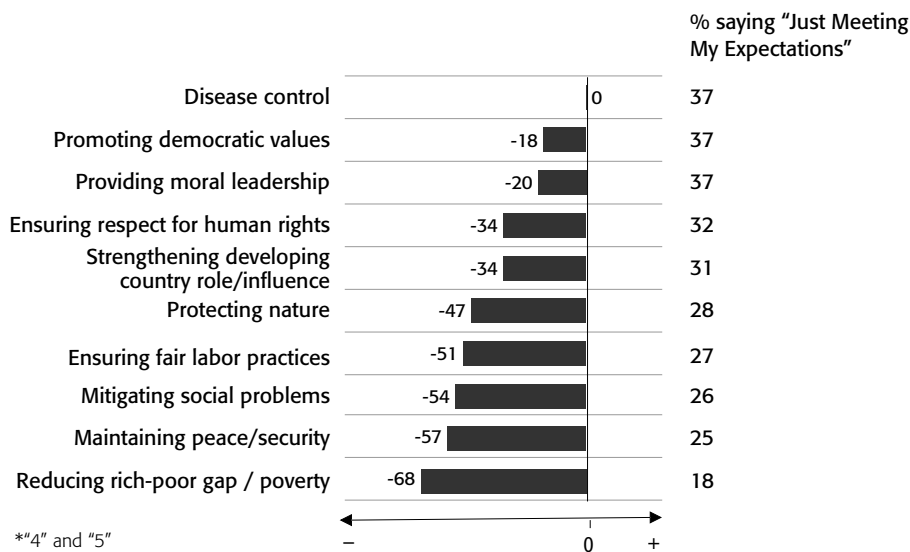
from North American stakeholders, on the UN's performance in maintaining peace and mitigating social problems.

While there is little difference in opinion based on stakeholders' sectors—that is, NGO, corporate, government, and institutional stakeholders are equally critical of the UN's performance—there are some differences among respondents in the South.

On selected attributes, Southern NGO stakeholders are less critical than all others in the South of the UN's performance, particularly regarding the UN's performance in reducing the rich/poor gap, mitigating social problems, protecting nature, and ensuring respect for human rights. On these

Overall Impression of UN Performance

Net Ratings ("Exceeding"* Minus "Not Meeting My Expectations"**), Global Stakeholders



*"4" and "5"

**"1" and "2"

Q. 4.1

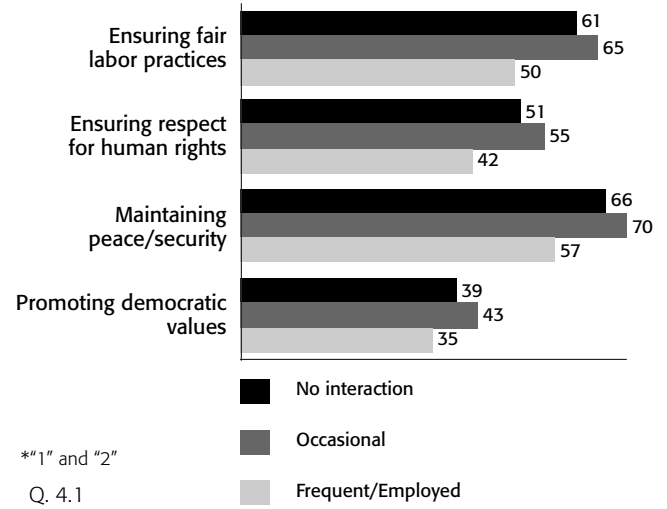
* These roles and responsibilities were based in part on the UN Charter, available at <http://www.UN.org>

specific performance ratings, Southern non-NGO stakeholders' views of the UN are more aligned with those in the North (that is, critical of the UN) than with Southern NGO stakeholders.

On several attributes, stakeholders with only occasional UN interaction are much more likely than those with frequent interaction or who are UN employees to say their expectations are not being met, most notably, the UN's performance in maintaining peace and security (70% vs. 57%) and in ensuring fair labour practices in all countries (65% vs. 50%). This suggests that, on some global impacts at least, the more familiarity with the UN, the less negative the judgment of its performance.

Overall Impression of UN Performance

"Not Meeting My Expectations,"* Selected Attributes
Global Stakeholders, by UN Interaction



THE UN'S MANAGEMENT AND OPERATIONS *The UN is failing to meet stakeholders' expectations in all aspects of its management and operational performance.*

When asked to rate their overall impression of various aspects of the UN's management and its operations, stakeholders are as disenchanted with the UN's management and operations as they are with its performance in affecting the world.

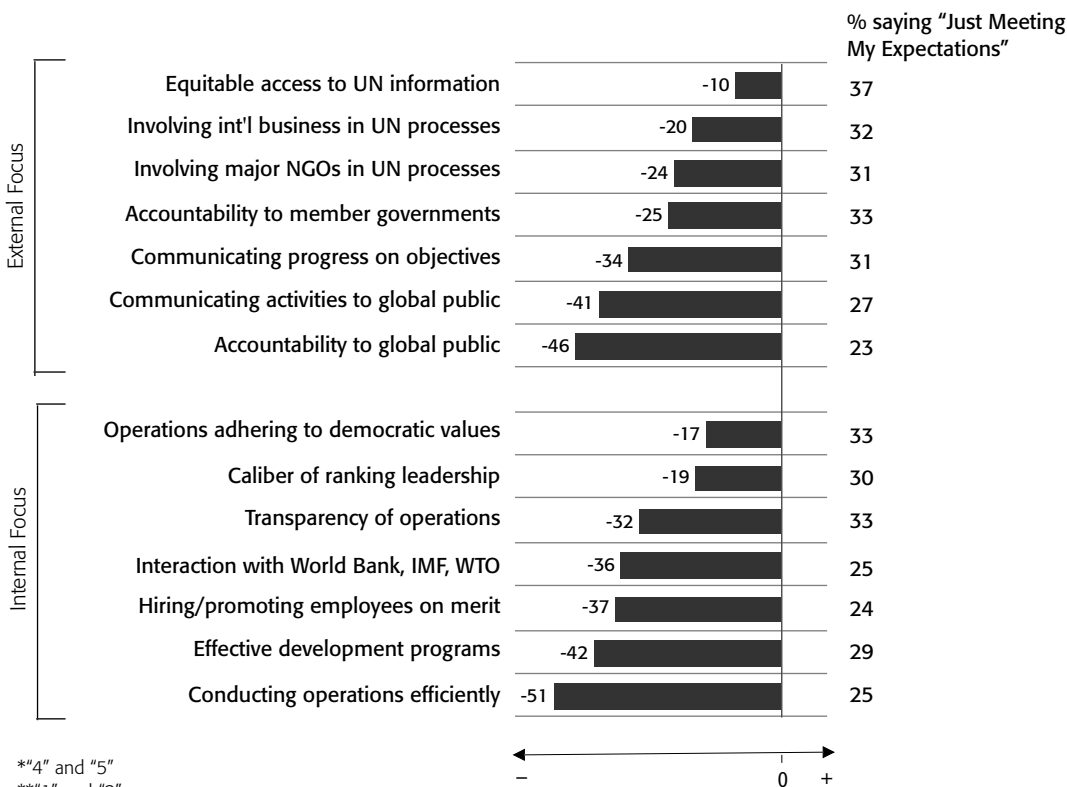
Management and operational aspects are categorized as either externally or internally focused. Externally focused aspects deal with such things as the UN's performance in communicating its mandate to the global public, enabling equitable access to UN information, and being accountable to member governments and the global public. Internally focused aspects deal with the UN's internal opera-

tions, such as its hiring and promotion decisions, the caliber of UN leadership, and the transparency and efficiency of its operations.

Stakeholders are least impressed with the UN's performance in being accountable to the global public, ensuring effective and innovative development programs, and conducting its operations efficiently. While the most positive ratings are of the UN's performance in making information accessible (19% say 'exceeding my expectations') and having the required caliber of leaders in its top ranks (18%), it is notable that less than one in five stakeholders indicate their expectations have been exceeded.

Overall Impression of UN Management and Operations

Net Ratings ("Exceeding"* Minus "Not Meeting My Expectations"**), Global Stakeholders



*"4" and "5"
**"1" and "2"

Q. 4.2

Northern stakeholders are more critical than their Southern counterparts of the UN's performance, particularly regarding interaction with the World Bank, IMF, and WTO (7% of Northerners say their expectations have been exceeded vs. 18% of Southerners) and conducting its operations in an efficient manner (5% vs. 16%).

In the South, NGO stakeholders are much more likely than their non-NGO counterparts to think that the UN has the required caliber of leaders in its top ranks (29% of Southern NGO stakeholders vs. 10% of Southern non-NGO stakeholders say their expectations have been exceeded), and that the UN ensures effectiveness and innovation in economic development programs (18% vs. 10%).

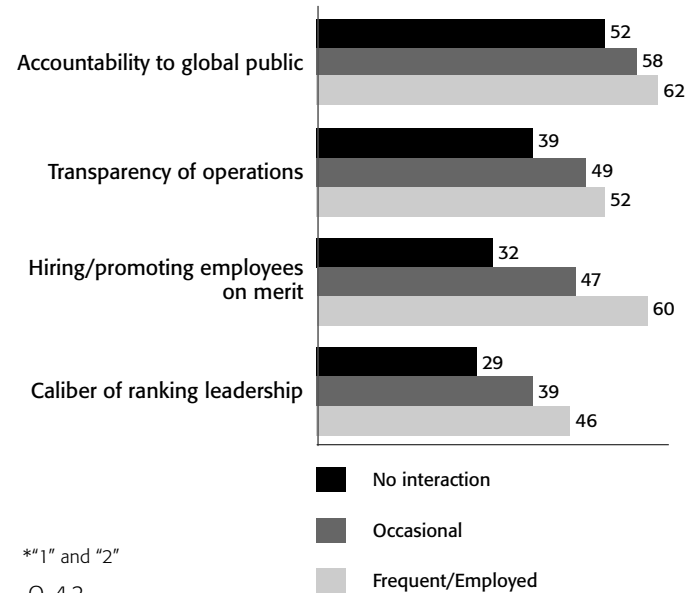
Stakeholders with no UN interaction are less critical than others of such internally-focused aspects of the UN's management and operations as hiring and promotion decisions and having transparent operations. These stakeholders' less critical ratings on these internal aspects are likely a function of their lack of knowledge than their satisfaction with the UN's performance. On internal management functions of the UN, the more UN interaction stakeholders have, the more critical they become. This is a particularly negative finding for the UN.

NGOs vs Corporate Sector Stakeholders

NGO stakeholders, who typically work most closely with the UN in its development work, are as negative as corporate stakeholders about the UN's performance in both its role in affecting the world and in its management and operations. Results confirm the timeliness of the UN's current reform efforts as it is clearly failing to meet its stakeholders' expectations.

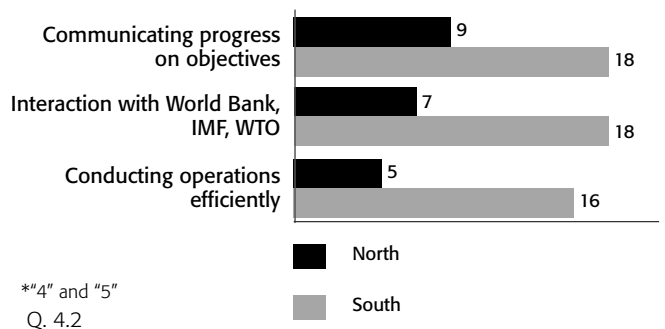
Overall Impression of UN Management and Operations

"Not Meeting My Expectations,"* Selected Attributes
Global Stakeholders, by UN Interaction



Overall Impression of UN Management and Operations

"Exceeding My Expectations,"* Selected Aspects,
Northern vs Southern Stakeholders



PRIORITIES FOR UN REFORM

REFORMING UN STRUCTURE AND GOVERNANCE *Northern stakeholders want to reform existing UN structures while those in the South prioritize the creation of altogether new UN bodies.*

Respondents were given a list of potential reform areas in the UN's structure and governance and asked to rate the priority of reforming each. A majority rate all proposed items as a priority for reform, with the strongest support behind making the General Assembly more efficient and effective (81%) and making the World Bank, the International Monetary Fund (IMF), and the World Trade Organization (WTO) more accountable to the UN (80%). It is interesting that Northern stakeholders especially believe these two are higher priorities than Security Council reform.

While stakeholders clearly support reform in all areas tested, Southern stakeholders, and particularly those working for NGOs, are much more inclined than those in the North to think that adding developing countries to the Security Council and creating a People's Forum* to parallel the General Assembly should be priorities for reform. Further, NGO stakeholders—in both the North and South—are much more likely than both Northern and Southern corporate stakeholders to think that adding developing countries as permanent members of the UN Security Council should be a priority.

When asked to choose the single most urgent UN reform in the area of structure and governance, stakeholder opinion diverges based on sector and on GDP. Non-NGO stakeholders in both the North and South prioritize reforms to the General Assembly. Among NGO stakeholders, those in the South think the most urgent reform priority

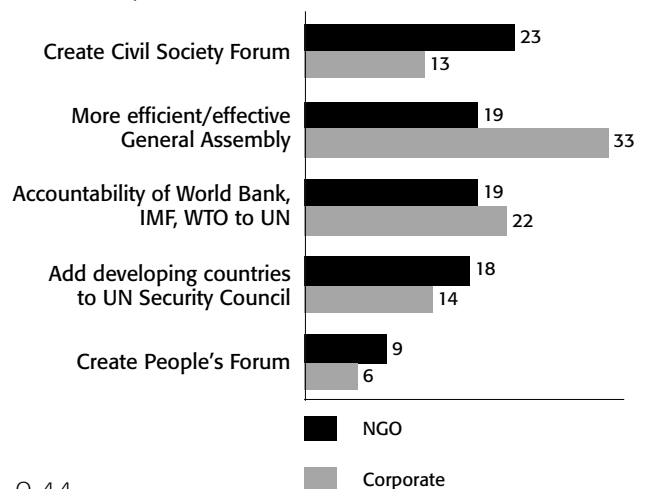
is to create a Civil Society Forum** to parallel the General Assembly, while NGO stakeholders in the North prioritize making the World Bank, the IMF, and the WTO more accountable to the UN.

UN Structure and Governance: Priorities for Reform
 "Priority,"* Global Stakeholders



**"4" and "5"
 Q. 4.3

Most Urgent Reform in UN Structure and Governance
 NGO vs Corporate Stakeholders



* A People's Forum comprises directly elected representatives from the world's geographic regions.
 ** A Civil Society Forum comprises accredited NGOs, trade unions, and business organizations.

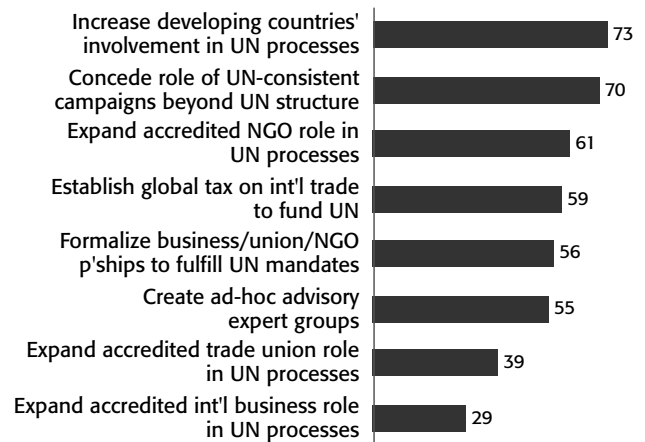
REFORMING UN MANAGEMENT AND OPERATIONS *Most stakeholders prioritize reforms that make the UN a more inclusive and ‘outward-looking’ organization, especially toward developing countries and NGOs.*

Respondents were asked to rate the priority of reforming a number of aspects of the UN’s management and operations. Stakeholders prioritize reforms that increase developing countries’ capacity to participate in UN processes (73%) and acknowledge the role of NGO and State coalitions that are outside of UN structures (70%) (such as the coalition that campaigned for a land mine ban), ahead of all others as priorities for UN reform.

Opinion on the priority to expand the role of trade unions, international business, and NGOs within the UN vary significantly by region, sector, and by UN interaction. Northern and Southern NGO stakeholders, and those with frequent UN interaction or who are UN employees, rate an expanded role for each of these groups as a priority for reform much more than any others. These stakeholders’ views are aligned with UN Secretary-General Koffi Annan’s own endorsement that the UN needs to become a “more outward-looking organization, making more of its role as a global convener of diverse constituencies”.*

**UN Management and Operations:
Priorities for Reform**

“Priority,”* Global Stakeholders



**4" and "5"
Q. 4.5

* Report of the Secretary-General in response to the report of the Panel of Eminent Persons on UN-Civil Society Relations, available at: <http://www.un.org/reform/>

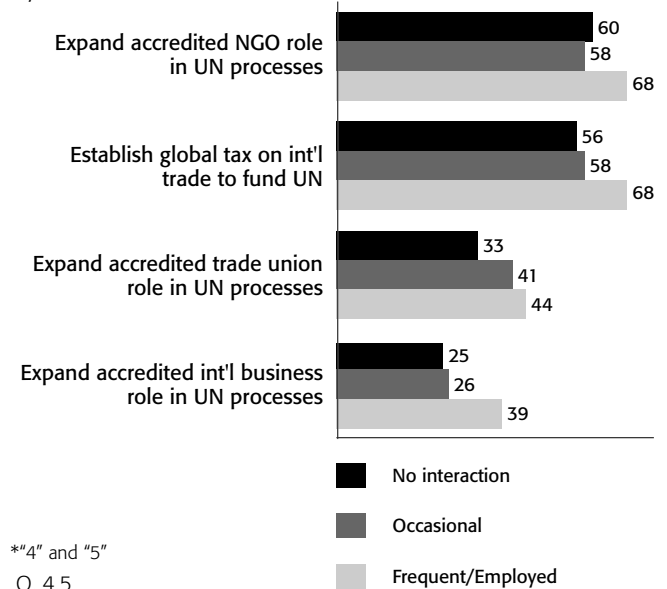
INTERPRETIVE REPORT: PRIORITIES FOR UN REFORM

When asked to select the single most urgent UN reform needed in the area of management and operations, stakeholders rate a global tax to fund the UN (25%) ahead of all others tested.

Northern and Southern stakeholders differ in their priorities for reforming UN management and operations. Northern stakeholders from all sectors think that establishing a global tax should be the most urgent reform (28% vs. 17% of Southerners). In the South, both NGO and non-NGO stakeholders alike think that increasing developing countries' opportunities to participate in UN processes (27% vs. 13% of Northerners) is the most urgent.

These differences in opinion, both for reforming the UN's management and operations and in reforming the UN's structure and governance (see previous section), suggest challenges ahead for the UN when reforming its operations and structures and addressing region- and sector-specific concerns of stakeholders.

UN Management and Operations: Priorities for Reform "Priority,"* Selected Attributes, Global Stakeholders, by UN Interaction



Most Urgent Reform in UN Management and Operations Global Stakeholders



REFORMING UN ROLES *Stakeholders prioritize reforms that enhance the UN's capacity in environmental protection and preventing human rights abuses over reforms focused on expanding its role in economic management and fighting terrorism.*

The UN plays a number of roles in society, from peacekeeping missions to protecting the global commons. When asked to rate the priority of reforming a number of these roles, a majority of stakeholders rate all of them as a priority for reform.

Stakeholders' top three areas for reform are strengthening the UN's capacity to protect the global commons (88%), enhancing its ability to take preventive action before human rights abuses occur (88%), and strengthening its capacity to intervene in crisis situations (87%). Significantly fewer stakeholders think strengthening the UN's role in managing the global economy and advancing economic development (53%) should be a priority, with corporate stakeholders the least likely to think this way (39%).

In the current context of heightened sensitivity to terrorism, it is notable that stakeholders put less of a priority on reforms that would enhance the UN's capacity to fight international terrorism (64%).

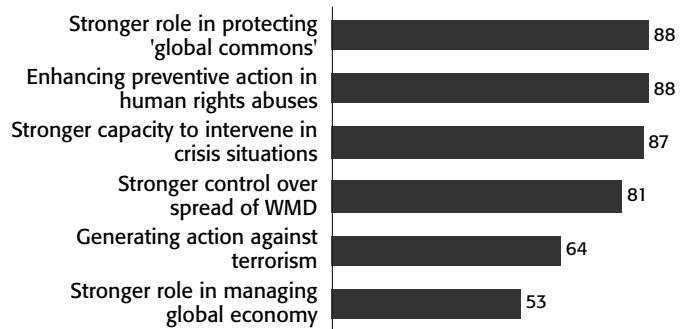
When asked to choose the role needing the most urgent reform, Northern and Southern stakeholders differ in their priorities. Northerners are much more likely than those in the South to rate the UN's role in protecting the global commons (e.g., oceans, atmosphere) as needing urgent reform (31% vs. 13%, respectively). For Southerners, the urgency lies in reforms that would enhance the UN's ability to prevent mass human rights abuses (33%).

As the world's most recent mass human rights abuses have occurred in such developing countries as Rwanda and Sudan, it is not surprising that

Southern stakeholders are looking to the UN to improve its effectiveness in order to mitigate such abuses in the future.

UN Roles: Priorities for Reform

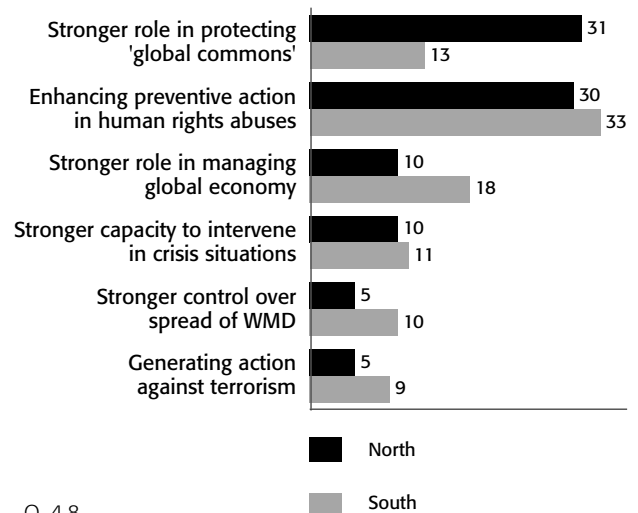
"Priority,"* Global Stakeholders



**4" and "5"
Q. 4.7

Most Urgent Reform in UN Roles

Northern vs Southern Stakeholders



Q. 4.8

REFORMING UN INTERACTION WITH NGOS *All stakeholders, and particularly NGO stakeholders, firmly support an expanded and formalized role for NGOs within the UN.*

Respondents were given a list of NGO roles within the UN—both real and potential—and asked to rate the priority of reforming each. Overall, stakeholders are very positive about each proposed NGO role, with majorities indicating that all items should be a reform priority; as one-half of GSP respondents work in the NGO sector, this overwhelming support is not surprising.

Stakeholders' top four reform areas for NGO interaction include: providing space within the UN for NGOs to voice their views on global issues (73%), improving the capacity of Southern NGOs to participate in UN deliberations (70%), a greater role for NGOs to advise the UN on policies and programs (69%), and improving the balance of North / South NGO participation in UN processes (69%). Substantially fewer stakeholders prioritize a greater role for NGOs to act as the UN's 'moral compass' (55%).

Southern NGO stakeholders are consistently more likely than all other stakeholders to rate all items as a priority, notably, reforms that build developing countries' capacity and representation within the UN, such as improving the balance of Northern and Southern NGOs and enhancing NGOs and developing country governments' participation within the UN.

The UN is currently investigating ways to facilitate NGO interaction with its General Assembly and agencies around the world. And while structural changes are being considered, including shifting NGO accreditation from ECOSOC to the General Assembly, the Secretary General 'welcomes' the practice of "main constituencies of NGOs taking steps to form groupings or broad networks for participation in UN activities ... making it easier to conduct the issue-based, multi-constituency processes."*

UN Interaction with NGOs: Priorities for Reform
 "Priority,"* Global Stakeholders

Create chances to voice views on global issues	73
Improve Southern NGO ability to join in UN processes	70
Greater role advising UN on policies/programs	69
Improve North/South balance in participation	69
Give NGOs feedback on their policy/program advice	66
Greater role invoking UN policies/programs	65
Improve participation in UN policy-making process	64
Make gov'ts include local NGOs when considering UN matters	64
Improving developing country gov'ts' UN involvement	62
Showing interest groups' needs	59
Greater role as 'moral compass' for UN	55

*"4" and "5"
 Q. 4.9

* Report of the Secretary-General in response to the report of the Panel of Eminent Persons on UN-Civil Society Relations, available at: <http://www.un.org/reform/>

REFORMING UN INTERACTION WITH THE BUSINESS COMMUNITY

R Stakeholders are uncertain of the business community's role in the UN; less than a majority rate most proposed business interactions with the UN as a priority.

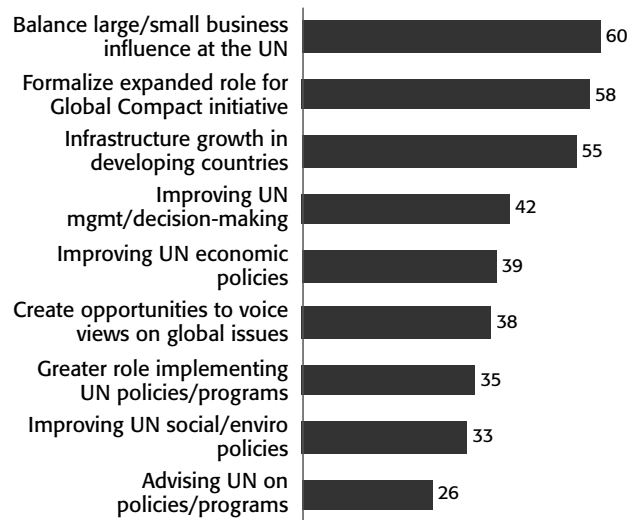
In addition to rating proposed reforms dealing with the UN's interaction with NGOs, respondents also rated the priority of the UN reforming its various interactions with the business community. In contrast to NGO reform, where strong majorities rate all proposed reform areas as a priority, only three of the nine reforms dealing with the UN's business interaction are considered a priority by a majority of respondents.

According to stakeholders, the top three priority reform areas are creating a better balance between large and small business influence at the UN (60%), expanding the role of the Global Compact (58%), and creating a greater role for businesses in infrastructure development in developing countries (55%). Few stakeholders think that expanding businesses' role in advising the UN on its programs and policies (26%) should be a reform priority.

In the South, both NGO and non-NGO stakeholders alike are more likely than those in the North to rate most proposed reform areas as a priority. North-South opinion differs significantly on the priority of providing business a space within the UN to voice its views on global issues (35% of Northern vs. 50% of Southern stakeholders say this is a priority), helping the UN improve its economic policies (35% vs. 54%), and helping it improve its social and environmental policies (28% vs. 50%).

UN Interaction with Business Community: Priorities for Reform

"Priority,"* Global Stakeholders



**4" and "5"
Q. 4.10

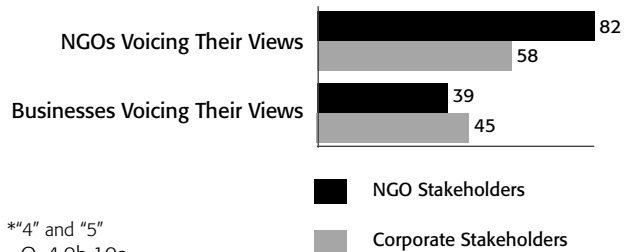
NGO vs Corporate Stakeholders

Consistently, NGO stakeholders are much more likely than those in the corporate sector to rate all proposed reforms as a priority, notably in improving NGO capacity to participate in UN policy-making processes (79% vs. 35%) and providing NGOs a greater role in representing the needs of special interest groups within the UN (72% vs. 34%). Corporate stakeholders clearly do not see expanded NGO roles as a salient aspect of UN reform and NGO stakeholders do not see expanded business roles as salient.

Results echo findings from the UN's recent Panel of Eminent Persons on UN-Civil Society Relations. Between February 2003 and June 2004, the Panel convened sessions in multiple countries to solicit feedback on how the UN might improve its relations with civil society. While arguing that all sectors need to play a role within the UN, the chair of the Panel, former Brazilian President Fernando Cardoso confirmed that "some NGOs preferred not to be lumped together with other groups."*

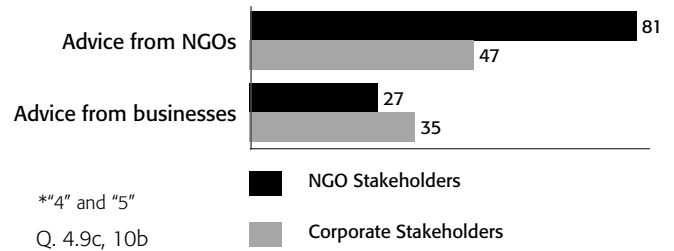
Voicing Views on Global Issues

"Priority,"* NGO vs Corporate Stakeholders



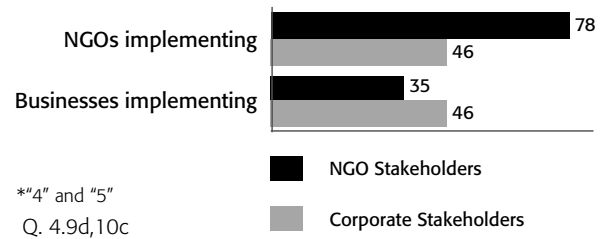
Advising the UN on Policies and Programs

"Priority,"* NGO vs Corporate Stakeholders



Implementing UN Policies and Programs

"Priority,"* NGO vs Corporate Stakeholders



* View the Panel's report at <http://www.un.org/reform/>. These 'other' groups likely refer to parliamentarians and the private sector, both of which were included, with contention from civil society groups, in the Panel's definition of civil society; CONGO's response to the Cardoso report is an example of this contention, available at: <http://www.globalpolicy.org/reform/initiatives/panels/cardoso/#docs2>

NEXT STEPS: MOVING THE GSP FORWARD

IMPORTANCE OF THE GSP *While most stakeholders see value in the GSP, it is especially important to Southern stakeholders, with three-quarters saying it is important in bringing their views into the global discourse and understanding differing viewpoints.*

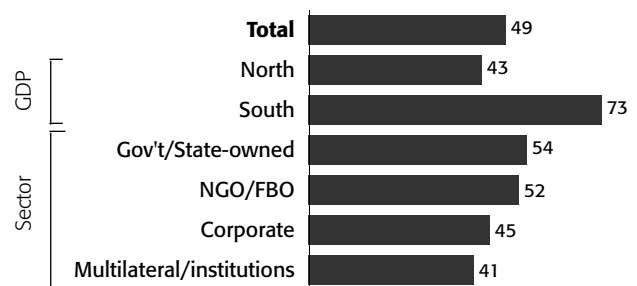
A key objective of the GSP is to establish an inclusive and transparent dialogue amongst stakeholders from all sectors and geographies. To understand whether stakeholders valued the initiative, respondents were asked to rate the overall importance of the GSP initiative, to rate the value of potential next steps, and in their own words, to suggest next steps for the GSP initiative.

On the perceived importance of the GSP, nearly one in two stakeholders (49%) say the initiative is important in bringing stakeholder views into the global discourse and helping understand differing viewpoints. Few stakeholders believe that the GSP is not important (15%) and more than one-third (37%) are either uncertain (31%) or simply do not know (6%) about its importance.

Which stakeholders are most uncertain about the GSP's importance? Northern stakeholders (34%), and particularly those in North America (39%). In contrast, nearly three-quarters of Southern stakeholders (73%) say that the GSP is important.

Importance of GSP in Bringing Stakeholder Views into Global Discourse

"Important,"* Global Stakeholders, by GDP and Sector



*"4" and "5"
Q. 5.1

NEXT STEPS FOR THE GSP *Stakeholders want action-oriented next steps for the GSP; while many stakeholders want further dialogue and communication, action and implementation are top-of-mind.*

Prompted Feedback on Next Steps

Of six potential next steps for the GSP, stakeholders think that working more closely with other interested initiatives and organizations (72%) would be the most valuable. As in the first GSP survey, in which stakeholders rated the creation of strategic alliances with other networks ahead of all others as having major potential to build their organization's capacity, stakeholders continue to value networking opportunities.

In the third GSP survey, two-thirds (69%) of stakeholders rate the use of the Internet and other mechanisms to facilitate networking as a valuable next step for the GSP. While majorities think that conducting either similar surveys (50%) or surveys complemented by Internet-based dialogue (55%) would be valuable, these initiatives are not considered as valuable as either virtual or in-person peer-to-peer dialogue.

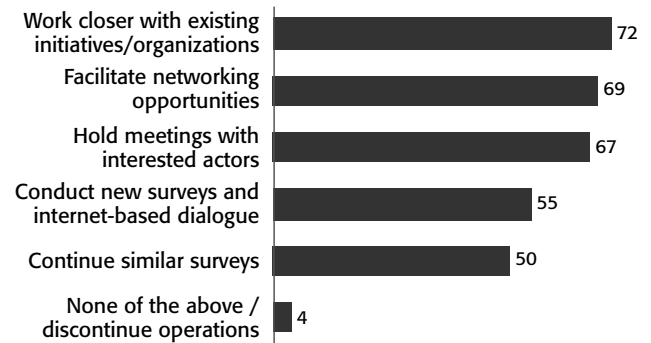
Consistent with the importance they see in the GSP, Southern stakeholders rate all potential next steps as valuable, demonstrating the importance of global fora to Southern stakeholders, such as the World Social Forum, to voice and share their views with other global stakeholders.

Unprompted Feedback on Next Steps

Respondents were asked, unprompted, to suggest next steps that would help the GSP make a more valuable and sustained contribution to ensuring progress toward their ideal vision of the future. More than 700 respondents shared their views

Value of Next Steps in GSP Initiative

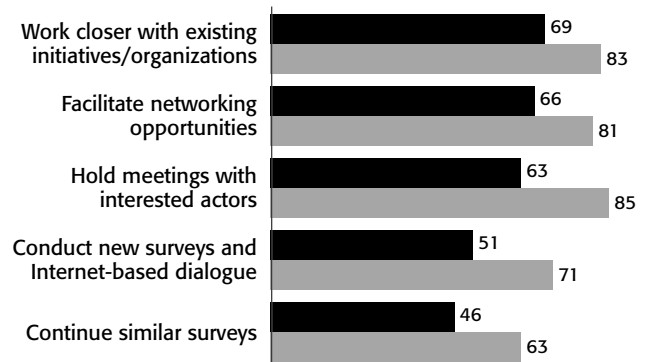
"Valuable,"* Global Stakeholders



*"4" and "5"
Q. 5.3

Value of Next Steps in GSP Initiative

"Valuable,"* Northern vs Southern Stakeholders



*"4" and "5"
Q. 5.3

■ North
■ South

on how to make the GSP more valuable, which is a strong indication of respondents' engagement in this unique initiative.

The most frequent feedback from stakeholders stressed the importance of communicating the

GSP results to as wide an audience as possible. Stakeholders suggest a range of strategies to communicate the results, from buying time on CNN, creating a documentary about the GSP process, to producing an interpretive report and ensuring all members of the UN receive a copy.

Stakeholders want subsequent GSP steps to focus on action. Some suggestions include developing and implementing strategies based on GSP findings, and reporting back to stakeholders on such things as the extent to which these GSP-inspired strategies and programs have influenced the UN or other organizations.

Stakeholders also frequently recommend establishing a GSP Forum, confirming the value of peer-to-peer dialogue to respondents. This Forum has many guises. For some, a GSP Forum should enable stakeholders to discuss emerging survey results and conflicting opinions on key issues, either online or via regional meetings. For those interested in an Internet-based Forum, suggestions include creating sub-groups based on GSP themes and having these groups moderated by experts. (Unfortunately, the current on-line facility for doing this on the 2020Fund.org website has not been used.) Still others believe that a GSP Forum should operate as a managing body, with an agenda-setting and implementation role.

The importance to stakeholders of building NGO capacity within the UN is evident and some stakeholders see the GSP as a medium to facilitate this: “[GSP should help] create a forum of NGOs in developing countries with a direct link to UN Agencies or strengthen existing ones.” For verbatim responses to this question, please visit the 2020 Fund website (<http://www.2020Fund.org>).

Proposed Next Steps for the GSP

- Continue this series of regular surveys of the views of global stakeholders on topic issues, with findings widely publicized, to simply ‘give voice’ to global stakeholders.
- Conduct new surveys augmented by more detailed Internet-based dialogue among GSP participants and other groups in order to develop a common action agenda for achieving a sustainable future.
- Use the Internet and other mechanisms to facilitate networking and alliance-building for groups interested in collective campaigning on actions and priorities identified through the GSP surveys.
- Hold regional, sectoral, or global meetings and other processes with civil society, business sector, and government actors to move beyond survey findings to make specific progress in understanding and action on the priorities identified.
- Work more closely with other interested initiatives and organizations (such as the World Social Forum, World Economic Forum, Millennium Development Goals, CIVICUS) to help them develop action agendas and achieve even greater results.
- None of these: discontinue operations letting other existing groups play these roles.

Survey Feedback

Respondents were asked, unprompted, to provide comments on any aspect of the third GSP survey. Overall, respondents' comments were very positive with many stakeholders citing the importance of continuing this unique initiative.

Several stakeholders had comments on the survey's methodology, ranging from who should respond to GSP surveys to how survey questions should be developed in the future. Some suggested that the GSP should cast a wider net in respondent recruitment, and concentrate not only on large existing networks, but also on inviting individual citizens. Others suggested that there should be no respondent criteria and that the surveys should be available to all citizens, and particularly youth, indigenous people, and individuals living in rural areas.

Respondents had good suggestions on improving the relevance of survey questions, for example, by instituting a topic- and question-building phase in the next wave of surveys, soliciting the views and feedback of all interested stakeholders.

As in the second GSP survey, only a small proportion of respondents were critical of question wording, and felt that some survey questions were either leading or privileged a certain way of thinking over another. One respondent felt that the GSP was "elitist."

These and other comments provide insightful and practical input and will inform deliberations as the GSP initiative progresses. To view the verbatim comments from all respondents and to add to these comments, please visit the GSP website at: <http://www.2020Fund.org>.

METHODOLOGY

THE GLOBAL STAKEHOLDER PANEL *Enlisting a large, well-distributed Global Stakeholder Panel—that is, a panel of leaders and decision-makers not only from non-governmental organizations (NGOs) but also from the private sector and government agencies—is very much a work in progress.*

Methodology

As in the past two GSP surveys, a broad invitation through a wide range of networks and self selection by individual respondents with later vetting defines the methodology for the third stakeholder survey. In addition to helping keep project costs down, this methodology was judged to be reasonable given the unique scope of the surveys and the opportunity they offer respondents to add their voice in defining their views on UN reform and development, and in developing an action agenda for achieving it.

The initiative aimed at first securing the participation of NGO leaders mainly from the global South, where problems are most acute and the credibility of the initiative would be most tested. In this regard, the project has succeeded in large measure, suggesting the methodology is an appropriate one for building common NGO agendas on a range of global topics.

After three waves of surveys, the initiative has not succeeded in attracting a similar level of participation from leaders working in companies, and particularly, from leaders working in government and in unions. While corporate engagement has risen steadily from the first survey, the same is not true for public or union sectors. With regard to the public sector, the initiative was unsuccessful in getting these leaders to consider themselves as stakeholders in this process.

Institutional barriers may be at play in the union's low representation in this research. Typically, union officials operate in a democratic process of evolving policy positions, with the intention that

the ensuing position represents the entirety of its members. As such, individuals from unions may not have felt that they should get involved in this type of survey, where views are seen as individual and only counted once, rather than multiplied by their membership.

As the GSP moves forward, these sectoral deficiencies must be addressed if the initiative is truly to be considered a global panel of leaders from all sectors.

Since a comprehensive global inventory of civil society (including all non-state actors) is not currently available, a truly representative sample is theoretically impossible. However, GlobeScan Inc. developed a three-dimensional matrix to ensure that both the respondents to the GSP surveys and their responses are indicative of a broad range of global stakeholders. The three factors used to define the three dimensions of this matrix were the types of stakeholders (including NGOs, government, and business leaders), their level of focus (from local to global), and their geographical region.

The matrix was used as a template to enlist a wide range of network organizations (listed in the Background section of the report) who encouraged their global networks to participate in each of the three surveys. A full range of participation options, from mail and fax to online versions of questionnaire in five languages (Arabic, English, French, Portuguese, and Spanish), ensure the fullest possible participation.

This third GSP survey was fielded between April and October, 2004. A total of 1,120 respondents

completed the survey. Respondents were screened so that only organizational leaders, those with influence on decision makers within an organization, and influential individuals were included in the analysis. From these 1,120 respondents, a total of 1,026 qualified respondents were identified. The data from the remaining 94 unqualified respondents were analyzed, and generally, their views are mostly aligned with qualified stakeholders' views.

A cell analysis employing the dimensions of the matrix was then used to test how evenly respondents were distributed across the desired attributes (e.g., geographical, sector distribution), and to note stakeholder categories that were under-represented.

Readers should keep the following in mind as they read the results and consider the findings. As in previous GSP surveys, Western Europe and North America are over-represented particularly in comparison to the Middle East and North Africa, Eastern Europe and Central Asia, and the Pacific. By sector, government and union are under-represented. Institutional barriers may be at play in the union's low representation in this research. Typically, union officials operate in a democratic process of evolving policy positions, with the intention that the ensuing position represents the entirety of its members. As such, individuals from unions may not have felt that they should get involved in this type of survey, where views are seen as individual and only counted once, rather than multiplied by their membership. While corporate sector representation has been steadily improving over the three GSP surveys, it is approximately 100 respondents short of the target set for the third survey. Despite these noted deficiencies, we can speak of the survey results as deriving from a multi-stakeholder study.

Readers are invited to help ensure that their sector and networks shape this evolving agenda-building exercise.

email:

participate@2020fund.org

or fax your coordinates to:

+1 (416) 920-3510

or write to:

GlobeScan Incorporated
65 St. Clair Ave. East, Suite 900
Toronto, Canada M4T 2Y3

Region	% of Total Sample	NGO / FBO	Corporate	Gov't/State-owned	Multilateral Org/ Inst.	Other*
Africa	9	85	3	3	3	3
Asia	7	63	5	3	21	7
Eastern Europe	3	81	9		6	3
Latin America	9	63	5	6	11	13
North America	28	48	16	8	15	9
Middle East /	1	36		27	27	9
Pacific	4	35	13	22	22	6
Western Europe	38	38	18	6	24	13