

more engaged in strategies to raise awareness and promote CSR within their industries. This is especially important in terms of developing and implementing standards. The Global Mining Initiative was mentioned as an example where this was happening, and the 'Responsible Care' program within the chemical industry was cited as a good model because it involves monitoring by local communities. Another model mentioned was business rewarding business through awards programs like 'Ethics in Action'.

Recommendations to NGOs

NGOs play an important role in gathering and disseminating credible information on issues, companies, and countries. NGOs might consider new audiences for this information. Business representatives noted that the talent market is an area where a reputation for corporate social responsibility is seen as a competitive asset. NGOs could target information campaigns on job seekers, especially in the high tech sector.

Business representatives called on NGOs to move from advocacy to involvement. This would mean clearly documenting their expectations and giving assistance in terms of the interpretation and implementation of these goals. NGOs need to indicate where they stand on the spectrum of views, who they see as their constituency, where flexibility can be expected and what is 'non-negotiable'. This would help corporations identify potential partners. Above all, greater consistency is needed. The perception is that NGOs choose 'easy' targets: large companies or those that have already articulated a commitment to social responsibility. This reduces credibility and erodes corporate willingness to enter into partnerships with them.

At the same time, NGO representatives agreed that a more tolerant attitude toward alternative strategies is needed within the NGO movement and noted that this tolerance is in the process of emerging. There is a growing recognition that pragmatic engagement does not mean sacrificing principles. However, it was firmly stated that some movement from government and corporations is needed if the current polarized, adversarial climate is to be improved.

In Addition:

- Business representatives were receptive to the idea that NGOs might act as monitors. Certainly NGOs should be involved in developing key performance indicators. However, a lack of resources was noted as a real obstacle to fulfilling this role.
- NGOs should engage in ongoing discussions with business in part to develop a common language for discussing corporate social responsibility issues and gain greater appreciation of business strategies.
- An important role for NGOs is helping local communities develop advocacy tools and improving their capacity to negotiate with firms.