

1.1 Background

The role of business in society is changing. On one side businesses are confronted with increasingly complex challenges, especially when operating in contexts where additional and unpredictable risks can undermine their business feasibility and sustainability; on the other side society is more aware of their actions and impacts and it is demanding more responsible behaviours and practical solutions to address common social, economic and environmental challenges (Prandi and Lozano, 2010).

As the McKinsey report (2010) stresses, businesses today are challenged by the changing context in which they operate, from traditional and established, to non traditional and complex business environments; by a progressive stress on natural resources (i.e. water); by the increasing complexity of socio-economic and environmental global problems, i.e. climate change, unemployment, urbanization, insecurity, which raise the societal pressure on businesses to act and provide innovative solutions (CECP, 2010; McKinsey, 2010).

While operating in complex settings, such as conflict affected areas and fragile states¹, businesses are more exposed to issues related to human rights, sustainable development and peace building (UN Global Compact, 2010).

Usually businesses operate in complex settings due to the opportunity of the easy access and exploitation of natural resources, cheap labour and a lack of regulatory frameworks, often ignoring the high costs and risks associated with the increase of uncontrolled insecurity, lack of good governance and abuse of human rights (Anderson, Markides and Kupp, 2010).

Recognizing that the primary responsibility of restoring stability, security and promoting development lies with the legitimate Government, a more active and responsible participation of businesses in contributing to peace and sustainable development in conflict affected areas and fragile states is now expected. Businesses are today seen as a potential partner for building peace while contributing to sustainable development and stability (UNGC, 2010). To fulfil such exigent tasks, businesses have to recognize the relevant role they can play in such complex environments, ensuring sustainable economic growth while concurrently mitigating social and environmental impacts. On the positive side, they can provide jobs, revenues, through the promotion of inclusive and local businesses; promoting better relations between communities; guiding and supporting local governments in addressing and solving social problems; contributing to national growth through their capital investments and tax revenues. On the negative side, they can easily exacerbate conflict and rivalries if they do not carefully analyse and address the conflict, its causes and impacts. In this perspective stakeholder management becomes imperative for responsible businesses, as wrong business partnerships or alliances might easily create competitions and violent confrontation. Also understanding conflicts, their causes and impacts, their dynamics and associated risks, become imperative if the sustainability and feasibility of businesses want to be ensured.

¹ A **fragile state** is a low-income country characterized by weak state capacity and/or weak state legitimacy leaving citizens vulnerable to a range of shocks. **Conflict affected areas** are those in which significant socio-economic disruptions lead to weak governance, extensive damage to infrastructure, and disruption of social provision. ADB, 2012.

Overall businesses have to realize that the costs related to conflict and instability is much higher than the ‘costs’ of building and keeping peace (IEP, 2012).

So what is the role of businesses to contribute to peace?

This is the main question which guides the syllabus of this Summer Learning Programme.

1.2 Programme’s content

To address the question “What is the role of businesses to contribute to peace?” the participants of the UPEACE Summer Learning Programme are introduced to the theoretical analysis of conflict from a political economic perspective. This may help to better understand the complex interconnections between the different geo-political, environmental and socio-economic factors which lead to conflicts and the impacts they have at local as well as at national and regional level.

The potential role of businesses in contributing to sustainable peace will be introduced by analysing how they can address the root causes of the conflict, by preventing or minimizing the likelihood of occurrence, or by minimizing the negative impacts their activities might have while operating in these complex contexts. Understanding the impacts of businesses in a specific local context and their relationship with different stakeholders will help in identifying the challenges as well as opportunities of businesses in nurturing peace. A review of what is meant by Corporate Social Responsibility (CSR) and principles of responsible investment (PRI) will be carried out in line with the most recent research developments.

1.3 Knowledge acquisition:

Participants will receive both theoretical and practical knowledge shared by experienced lecturers and guests speakers who will provide concrete examples of real case studies.

At the end of the UPEACE Summer Learning Programme the participants will learn on how to analyse a conflict from a human rights perspective; understanding the potential role thus responsibility business have while operating in complex environment; get an introduction on conflict mediation and negotiation where businesses are one of the key actors; learning from different case studies if and how businesses can contribute to sustainable peace.

To attest the participation in the programme, all participants will receive an UPEACE Diploma from UPEACE Costa Rica (UN Mandated University UN Resolution A/Res/70/79).

Key topics covered by the programme: Conflict analysis; stakeholders’ analysis; Conflict mediation and negotiation; CSR; sustainability/SDGs.

1.4 Programme’s organization

The Summer Learning programme combines the efforts of lecturers and practitioners who will expose the participants to theoretical knowledge as well as specific case studies.

It is delivered in 5 days from 5pm to 9pm for a total of 9 sessions delivered in 16 hours.

The participants are mainly professionals from different disciplines and working in different sector to enrich class' interchange and dynamics.

Participants will be receiving lecturers, conduct in class exercises and attend interesting debates of experts on the specific topics.

The Programme is organized by the UPEACE Centre The Hague in close cooperation with UPEACE Costa Rica and endorsed by the Global Compact Netherlands Network. The Programme coordinator takes care of the effective implementation of the programme and she is the responsible for its implementation.

The participants are provided with digital materials with reference to the programme, its details, the speakers and reference contacts and a list of academic and practical bibliography from well renowned sources. The decision of not providing printed materials follows the environment-friendly policy of UPEACE.

The participants will receive a UPEACE diploma equivalent to one course of 2 credits which will be recognized as 1 course of 2 credits while attending a UPEACE master programme both on line or face-to-face in Costa Rica.

1.5 The UPEACE Summer Programme Learning Team:

The Coordinator and facilitator:



Nika Salvetti. Msc/PhD cand. Programme Leader Business & Peace UPEACE Centre The Hague. UPEACE Lecturer

Graduated in Economics at La Sapienza of Rome with cum laude, she left Italy and engaged in development work and field research for 15 years in war affected countries. In the meantime she obtained a master degree with distinction at the University of York (UK) at the Post Development and Recovery Studies (PRDU), researching on the interrelationships between micro and macro-economic policies in the war prone area of Northern Uganda.

Since 2009 she approached the academia, designing and coordinating the UPEACE Master Programme of Responsible Management and Sustainable Economic Development (RMSED) and she gave several lectures and seminars in the field of economics, responsible management, social responsibility, post war economic recovery, sustainable economic development. Her academic role has been actively pursued since then, carried out in Costa Rica, Bangladesh and lately in The Netherlands. Currently she is working on her PhD at Nyenrode Business University on understanding social responsible behaviours of local business leaders in the ready-made garment sector of Bangladesh. At the same time she is working as academic programme leader of Business & Peace at the UPEACE The Hague, with the objective of raising awareness on the role businesses play in contributing to Peace. She is actively engaged in teaching on social responsibility and CSR as well as topics related to sustainability and peace. Finally she contributes to the multiple academic and research activities of the office with the objective of expanding and enhancing them to wider perspectives.

Guest speakers/Lecturers:



Andre Van Heemstra, Chairman Global Compact Netherlands Network.

André van Heemstra joined Unilever in the Netherlands in 1970 after finishing his law studies at Utrecht university. He remained with the company up to his retirement in 2006. His career started in marketing and sales, and led around the world into general management and finally in 2000 to a position on the board of Unilever with specific responsibility for human resources. He gained ample experience in the developing world. Other recent roles in which he fulfilled statutory terms have been supervisory board chair of the Antiquities Museum in Leiden, board chair of the publishing house Brill and vice chair of the Academy of Business in Society. His current responsibilities include chair of the Netherlands Network of the Global Compact, board member of the Netherlands Senior Experts programme (PUM), supervisory board chair of the Leiden Asia Centre and member of the advisory council of the Platform for International Education (PIE).



Dr Rens Willem, Expert in International Law and Human Rights

Dr Rens Willems works as a senior researcher for the Policy and Operations Evaluation Department (Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie, IOB) of the Netherlands Ministry of Foreign Affairs. From 2013 until February 2017 he was research fellow and programme leader for the University for Peace (UPEACE) Centre The Hague, where he conducts research on issues related to peace, conflict and security. Before, he was a project researcher and a doctoral candidate with the Centre for Conflict Studies of Utrecht University, and a project leader at the Dutch NGO PAX (formerly IKV Pax Christi) with the department Security and Small Arms. Rens Willems holds a PhD from Utrecht University and an MA (cum laude) in Conflict Studies and Human Rights at the University of Utrecht, the Netherlands. He has also conducted extensive field research in the Democratic Republic of Congo (DRC), Burundi and South Sudan. Alongside his research he has been involved in education and project coordination, working closely with knowledge institutions, policymakers, civil society and community-based organisations.



Dr Davin Bremner, Expert in Conflict mediation and negotiation skills.

Davin Bremner has worked from the Netherlands since 2005, most recently as Senior Strategist at Cordaid. Previous to that he was the Director of Kreddha Europe. In this capacity one focus was on conflicts between natural resource extractors, especially multi-national corporations, and indigenous peoples. He has a Ph.D. in International Relations from the London School of Economics based on conflict resolution work done in the country of Georgia between 2000-2003, while working for International Alert. He was involved in community conflict resolution and all

aspects of the South African political transition, including the South African Peace Accord structures, while living in South Africa between 1990–1995. He has been a facilitator, mediator, conflict resolution skills trainer, and researcher in Sierra Leone, Kenya, Liberia, the Basque country of Spain, several countries in the former Soviet Union including Moldova, Azerbaijan, and the regions of Abkhazia and South Ossetia. He has advised the United Nations Environment Program on conflict sensitive implementation of environmental assessment in Nigeria. He has researched UN Peacekeeping in Cyprus, Croatia, and Bosnia. He has conducted both undergraduate and graduate level courses on conflict resolution at George Mason University, Huron University (London), and Leiden University (Netherlands). He has a M.S. degree in Conflict Analysis and Resolution from George Mason University.



Dr Herman Mulder

A former Director-General, Head of Group Risk Management at ABN AMRO Bank (1998-2006) and Head of Global Structured Finance (1995-1998). He was the initiator of the Equator Principles (2002/2003: the first voluntary, global sector code on environmental and social issues for the financial sector), initiator and first Chairman of the ABN AMRO Foundation and vice-Chairman of the ABN AMRO India Foundation. He was a non-executive Director of Bank of Asia (Bangkok). He is currently a Fellow at Nyenrode Business Universiteit (focusing on “Making Markets fit for Responsible and Sustainable Purpose”), chair of the Nyenrode Corporate Governance Institute (NCGI); co-founder and Chairman of the True Price ; Chairman of the (multi-stakeholder) SDG Charter Coalition; board member of the Human Cities Coalition; member Steering Committee Worldconnectors; member of the TEEB Advisory Board (The Economics of Ecosystems and Biodiversity); expert advisor to the Conservation and Markets Initiative (CFMI: lead by Moore Foundation, Ceres, WBCSD, WWF).



Prof. Dr. Andre Nijhof, Professor of Sustainability and Stewardship at Nyenrode Business University.

Prof. Dr. André Nijhof is Professor of Sustainable Business and Stewardship at Nyenrode Business Universiteit. Andre started his working life as a researcher of organizational change in multinational companies like Akzo Nobel, Shell and Sara Lee. Based on this research he finished his PhD at the University of Twente just before the turn of the century (1999). He is a former chairman of the Dutch Network on Business Ethics and was a project leader in the national research programme on Corporate Social Responsibility (CSR) in the Netherlands. He has published extensively in international journals like Journal of Business Ethics, Corporate Governance and Leadership and Organizational Development Journal. Since 2007 he was appointed as associate professor at Nyenrode Business Universiteit, was director of the Full Time Master of Science in Management program and is appointed as full professor since January 2016. Much of his recent work has focused on embedding Corporate Social Responsibility in the core processes of an organization. He is especially interested in how the creative potential of organizations can be used as a source of new business development towards sustainable products, processes and business models. Besides his work at Nyenrode, Andre is a visiting professor at the UN-mandated University for Peace (Costa Rica). Besides

teaching in degree and non-degree programs all over the world, Andre is a well-known presenter at conferences, company events and workshops.



Dr Carel Richter, Head International Enterprise at the Dutch Ministry of Foreign Affairs.

Professional experience in the areas of Trade and Business, Conflict Resolution, Mediation, Negotiation, Political Analysis, Diplomacy, Management and Finance. Member of the International Board of the University of Nyenrode. PhD in Politics from the University of York (UK). He gained relevant field experiences in conflict and post conflict countries all over the world.

Business representatives:

Jeroen Rijnenberg, Inventor of Mobile Solar Powered Park.

 O&H Concepts BV research and develop self-supporting concepts and products based on the most innovative technologies combined with design and creative strategies. Our core-business is alternative energy in the most creative of ways. Through creative concepts, bringing sustainable, distinctive products onto the market, we create awareness for the applicability of sustainable technologies for the benefit of a better environment for the next generation.

Other representatives will be confirmed before the programme will start.

Logistical and administrative support team:

Ms Bianka Urbanovska for applicants and participants' contact related issues. Email: bianka.urbanovska@outlook.com

Mrs Jessica Chiroma for administrative and management support. Email: jessicachiroma@yahoo.com

Outline and schedule of the programme:

	Monday 19 th June		Tuesday 20 th June		Wednesday 21 st June		Thursday 22 nd June		Friday 23 rd June
17:00-17:30	Welcome and introduction to the UPeace Summer School with a short video of UPEACE Rector. Speaker: Mr. Marius Enthoven, Chairman of UPeace Centre The Hague	17:00-17:30	Welcome and review of previous sessions	17:00-17:30	Welcome and review of previous sessions	17:00-17:30	Welcome and review of previous sessions	17:00-17:30	Reflection of previous day and analysis of different perspectives
17:30-19:00	First Session: An introduction to the nexus between business and peace: The Business4Peace framework of the UN Global Compact. Guest Speaker: Mr Andre van Heemstra, GCNN	17:30-19:00	Third Session: Who are the actors in a conflict setting? Introduction to Stakeholders' management Lecturer: Nika Salvetti-UPEACE	17:30-19:00	Fifth session: The Peace Dimension: definition and analysis in relation to the SDG 16. Lecturer: Nika Salvetti-UPEACE	17:30-19:00	Seventh Session: Why should businesses act responsibly? The quest for CSR Guest Lecturer: Prof Nijhof. Nyenrode University	17:30-19:00	Ninth Session: The perspectives of the Dutch Government on Responsible businesses Guest Speaker: Dr Carel Richter, BUZA
19:00-19:30	Refreshment	19:00-19:30	Refreshment	19:00-19:30	Refreshment	19:00-19:30	Refreshment	19:00-19:30	Refreshment
19:30-21:00	Second session: Introduction to conflict analysis from a Human Rights perspective. Guest Lecturer: Dr Rens Willems	19:30-21:00	Forth Session: Stakeholders' engagement in conflict related cases. How to deal with complex negotiations? Guest speaker: Dr Davin Bremner. People-Org	19:30-21:00	Sixth Session: The role of Business in society. Guest lecture: Herman Mulder?	19:30-21:00	Eight Session: Why businesses should be interested in investing in peace? Roundtable with business representatives. Moderator: Prof Nijhof. Nyenrode University	19:30-21:00	Closing Ceremony

Recommended Bibliography:

K. Ballentine, J.Sherman. The Political Economy of Armed Conflict. Beyond Greed and Grievance. Chapter 10, pag. 259-283 (Beyond Greed and Grievancy).

P.Collier, 2006. Economic causes of civil wars. Article.

Fitzgerald Kbe, N. and Cormack, M. 2006. The Role of Business in society. An Agenda for action. Harvard School, The Conference Board and IBLF.

Barton, D. 2010. Global forces shaping the future of business and society. McKinsey Quarterly Report.

Guidance on Responsible business in conflict-affected and High-Risk areas: a Resource for companies and investors. A joint UN Global Compact – PRI publication

Karlsson, S. I. 2007. Allocating responsibilities in multi-level governance for sustainable development. Futures Research Centre, Turku School of Economics, Tampere, Finland. International Journal of Social Economics.

Rangan, K., Chase, L.A. and Karim, S., 2012. Why Every Company Needs a CSR Strategy and How to Build It. Working Paper 12-088. April 5, 2012. Harvard Business School.

R. K. Mitchell, B.R. Agle, D. J. Wood, 1997. Toward a theory of stakeholder identification and salience: Defining the principle of whom and what really counts. Academy of Management Review.

Poolman, M., Munamati, M. and Senzanje, A. Stakeholders and Conflict Analysis. Small Reservoirs Toolkit. Joint research paper.

Hammes, T.X. 2010. Private Contractors in Conflict Zones: The Good, the Bad, and the Strategic Impact. Center for Strategic Research, at INSS. SF 260.

International Alert, 2006. Local Business, Local Peace: the peace building potential of domestic Private sector. Executive summary.

Other relevant bibliography will be mentioned during the sessions by the lecturers and guest speakers.