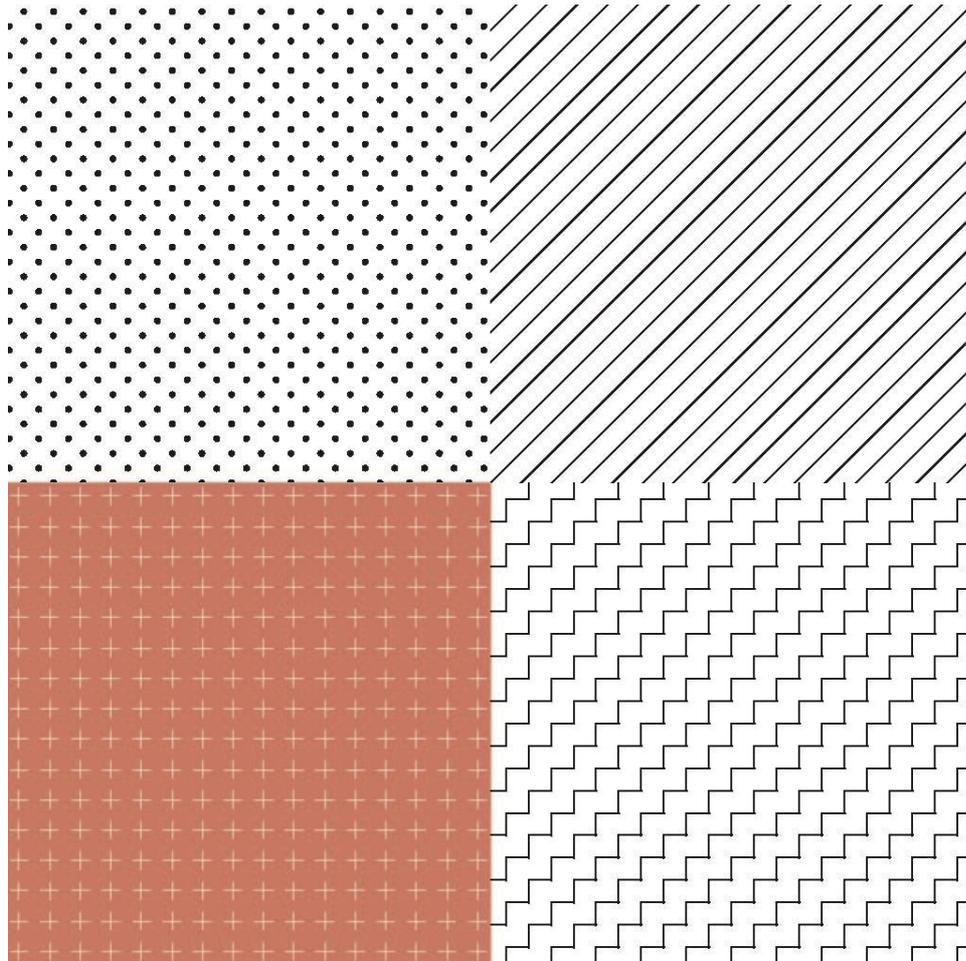


W O S C A P

ENHANCING EU PEACEBUILDING CAPABILITIES



Summary Report of the Policy dialogue: Peace and conflict prevention: what role for companies?

ESSEC IRENE

Colophon

SUMMARY REPORT OF THE POLICY DIALOGUE: PEACE AND CONFLICT PREVENTION: WHAT PLACE FOR COMPANIES?

September 2017

Deliverable 5.6: Policy Dialogue Paris

ESSEC IRENÉ



Whole of Society Conflict Prevention and Peacebuilding

This summary report was produced as part of the project “Whole-of-Society Conflict Prevention and Peacebuilding” (WOSCAP). It summarizes the discussion and results of the Policy Dialogue roundtable that was organised by ESSEC IRENÉ, on 26 September 2017 in Paris, France. This meeting is one of the nine policy dialogues the project holds in 2017 in several EU Member States as well as case study countries to discuss findings and recommendations. The aim of this policy dialogue was to discuss implications of the findings and recommendations on the EU’s coherence and the role of the private sector in peacebuilding and conflict prevention.

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Introduction

On Tuesday 26 September 2017, ESSEC IRENÉ organised a policy dialogue in Paris on the role of the private sector in peace and conflict prevention. The event was hosted at the Campus of ESSEC in CNIT, La Défense, and attended by representatives from the *Agence française de Développement* and from the private sector, researchers and practitioners. This summary report provides an overview of the findings and policy recommendations that were presented, the stakeholders that were included, and the reactions regarding the findings and policy recommendations. The agenda of the policy dialogue is attached as annexes to this report.

Summary of the discussion

The issue of the role of the private sector in conflict prevention and peacebuilding was first raised in the scoping study (2015) and best practices (2016) reports on multi-stakeholder coherence produced by ESSEC IRENE in the frame of the WOSCAP project. The aim of the research conducted in this frame was to improve EU's capabilities in terms of conflict prevention and peacebuilding through a whole of society approach. In this regards, the lack of consideration of the economic dimension of conflict and peace and the insufficient – or, sometimes absence of - inclusion of the private sector in peace processes and peacebuilding initiatives appeared as a significant gap that was undermining EU's effort in this field. This issue was addressed first during a Community of Practice event in Brussels on 23 June 2016, and then during a Civil Society Dialogue Network meeting organised by ESSEC IRENÉ and the European Peacebuilding Liaison Office (EPLO) in Paris on 13 March 2017 on “France and the implementation of the EU Global Strategy: A look at conflict prevention and economic diplomacy”. The opportunity to develop an economic preventive diplomacy has been addressed with representatives from the EU and from the French Ministry of Foreign Affairs. Moreover, ESSEC IRENÉ representatives participated to the WOSCAP Policy Dialogue organised on 18 July 2017 in London by the London School of Economics and Political Sciences on “Corporate Peace: private sector strategies for conflict prevention, peacebuilding and sustainable development”.

Findings and policy recommendations presented

At the start of the policy dialogue, Pr. Joseph Maïla introduced the objectives of the policy dialogue to the participants and gave them the opportunity to present themselves. He also moderated the first panel on the presentation of research on peace, conflict prevention and the inclusion of the private sector. Gabriëlla Vogelaar from GPPAC presented the WOSCAP project, Pr. Linda Benraïs presented the work undertaken by ESSEC IRENE on the EU multi-stakeholder coherence and the research and meetings organised jointly with the LSE on the role of the private sector in peacebuilding and conflict prevention. Charles Tellier from Agence française de Développement intervened to present the role of this institution in conflict prevention and crisis recovery, especially in terms of funding and investments. This was followed by a discussion with the participants on the meaning of the term “private sector”.

The second panel was moderated by Pr. Linda Benraïs on the opportunities and challenges of enhanced collaboration with companies to improve conflict prevention and peacebuilding. Andrea Saldarriaga from the LSE presented the role played by companies in the post-conflict situation in Colombia. It was followed by a presentation of the concept of corporate peace by Mary Martin from the LSE. The discussion with the participants particularly focused on the challenges encountered by companies in complex situations, particularly regarding their long term and short term strategies. These discussions allowed Pr. Linda Benraïs to make a summary of the recommendations agreed during the round-table. Finally, Pr. Aurélien Colson gave closing remarks and thanked the participants for their constructive inputs.

Stakeholders included

The stakeholders included in the policy dialogue were representatives of:

- Representative from the French Minister of Interior;
- Agence française de développement (Afd);
- ESSEC IRENÉ;
- London School of Economics and Political Sciences (LSE);
- Global Partnership for the Prevention of Armed Conflict (GPPAC);
- Representatives from the private sector.

Representatives from the French Ministry of Foreign Affairs and International Development were also invited for the policy dialogue, but unfortunately they were not able to attend the event.

Representatives from the French Ministry of Foreign Affairs and International Development have contributed to the draft policy recommendations. They have participated to the CSDN meeting organised by ESSEC IRENÉ and the European Peacebuilding Liaison Office (EPLO) in Paris on 13 March 2017 on “France and the implementation of the EU Global Strategy: A look at conflict prevention and economic diplomacy”. For this Policy Dialogue, they have provided support in order to guarantee the assistance of the *Agence française de Développement* to provide the policy recommendations with an added value. The objective of this new workshop was therefore to complete the policy recommendations.

Reactions regarding the findings and the policy recommendations

The participants unanimously highlighted the necessity to have the opportunity to work together with companies on a preventive diplomacy, in the field of peace, conflict resolution and crisis recovery. This idea is reinforced by the fact that the new EU Global Strategy does not make any distinction between crisis and conflict. The *Agence française de développement* underlined their engagement in France with Proparco on good practices of micro-financing, investment and support guarantees to companies, which constitutes a crucial issue regarding crisis vulnerability. Nevertheless, difficulties remain significant. The *Agence française de développement* and other participants outlined the need to define ethical behaviours and related empowerment and responsibility about the impact of the activities for companies. The issue of conflict minerals is a good illustration which demonstrates the need to release ethical values and develop training in this field. In this regards, research programs are fundamental.

This work implies to identify and analyse company's activities, category per category. In that sense, it is necessary to understand what are the characteristics of the actors involved and the impact of activities in order to identify what are the wrong behaviours and actions. To whom are we referring while mentioning the private sector? It covers too many economic and commercial sectors of activities with their specificities. It is crucial to have a clear idea of the targeted actors and to raise the question of impact of the activities, depending on the size and objectives of each company, in order to compile an inventory of good practices. Companies are key to strengthen justice and reconciliation and to foster conflict prevention, as it is illustrated in Colombia.

The necessity to implement tripartite dialogue with local communities, local authorities and the private sector has also been reminded, in order to exchange and ensure information sharing. One participant has pointed out the lack of EU's involvement with companies on the ground, especially at the level of EUD, whereas EUMS were seeking to meet and exchange with business actors. Participants agreed about the fundamental role played by the private sector in terms of peace or conflict dynamics. In a general way, while developing their activities in a complex context, companies develop a long-term strategy that takes into account conflict prevention aspects. Some companies have developed their own training sessions for their employees but also for local subcontractors, in a partnership with *Agence Française de Développement*.

Recommendations adopted

At the EU level, there is a need to collect good practices in order to develop protocols on the way to react in context of crisis and conflicts and to prevent conflicts. In this regard, it is crucial to adopt these best practices before a crisis breaks out to prevent economic conflicts and ensure to sustain peace. The participants agreed on the necessary implementation of a code of ethics regarding conflict prevention and peace for companies, as well as a practical guide to prevent conflict and contribute to a sustainable peace by putting the emphasis on new scale of values and good practices in terms of corporate social responsibility, human rights and ethics values. In this framework, the development of related specialised training for companies in due diligence and human rights (CSR), on the economic dimension of conflict and peace, supported by research programs, is key.

Annex 1: Agenda of the Policy Dialogue



SIRENE 51

Dialogue politique WOSCAP – Paix et prévention des conflits : quelle place pour les entreprises ?

Mardi 26 septembre 2017 (17h30 – 19h30)
Campus de l'ESSEC – CNIT, Paris La Défense
Salle 334

17h00	Accueil des participants
17h30	<p>Panel 1 – Introduction et présentation des travaux de recherche sur la paix, la prévention des conflits et l'inclusion du secteur privé</p> <p><i>Modération : Pr. Joseph MAILA, Directeur de programme, ESSEC IRENÉ</i></p> <ul style="list-style-type: none">▪ Présentation du projet Whole-of-society conflict prevention and peacebuilding (WOSCAP) <i>Gabriëlla VOGELAAR, Chargée de projet, Global Partnership for the Prevention of Armed Conflict</i>▪ L'inclusion de l'ensemble des parties prenantes dans la prévention des conflits et de la paix <i>Pr. Linda Benraïs, Directeur de programme « Gouvernance et résolution de conflits », ESSEC IRENÉ</i>▪ Le rôle de l'AfD dans la prévention des crises et sortie des conflits <i>Charles TELLIER, Responsable de la cellule de prévention des crises et sortie des conflits, Agence française de développement</i>
18h15	<p>Panel 2 – Quelles opportunités et obstacles à une collaboration renforcée des entreprises pour favoriser la prévention des conflits et la paix ?</p> <p><i>Modération : Pr. Linda BENRAIS, Directeur de programme « Gouvernance et résolution de conflits », ESSEC IRENÉ</i></p>

	<ul style="list-style-type: none"> ▪ La place des entreprises dans la transition post-conflit en Colombie <i>Andrea SALDARRIAGA, Conseillère en entreprises et droits de l'homme et visiting fellow à la London School of Economics and Political Sciences</i> ▪ Le secteur privé dans le cadre d'une approche « Whole-of-society » <i>Mary Martin, Senior Research Fellow, Département des relations internationales, London School of Economics and Political Sciences</i> ▪ Questions et réponses <i>Echange avec les participants</i>
19h00	Conclusions et adoption des recommandations <i>Pr. Aurélien Colson, Directeur, ESSEC IRENÉ</i>
19h30	Rafraichissements

Annex 2: Policy document

Policy recommendations developed by ESSEC IRENE

Pr. Linda BENRAIS & Julie SIMON

Introduction

In a context of multiplication of actors on the international scene, the EU has repeatedly expressed its commitment to improving coherence in managing conflict prevention and peacebuilding with three levels of actors: within the EU institutions, between the EU and international organisations and with local stakeholders. Since the adoption of the principles of the Gothenburg Programme of 2001, the EU has engaged in programs and joint statements to promote inclusivity and coherence, and to enhance the participation of civil society actors in peace processes. Nevertheless, the research launched in the frame of the WOSCAP project has highlighted that additional opportunities must be explored, and some good practices could be implemented, in the context of the launch of the EU Global Strategy for the European Union's Foreign Security Policy (EUGSS) in 2016 that has spotlighted new priorities: the integrated approach and resilience. The Integrated approach is defined in the EUGSS as acting "at all stages of the conflict cycle", "at different levels of governance" and through "deep and durable regional and international partnerships" (EUGSS, 2016: 9-10). In order to achieve these goals, among these priorities a great emphasis was put on the concept of resilience, which is defined as "the ability of states and societies to reform, thus withstanding and recovering from internal and external crises". The implementation of such strategy is of particular interest for our work developed within the WOSCAP project, based on a whole-of-society approach.

Within the WOSCAP project, ESSEC IRENE was responsible for conducting research on multi-stakeholder approach, and has produced a scoping study in 2015 and a best practices report in 2016. We found out that EU Delegations have the capabilities to act as a bridge between EU institutions based in Brussels, EU Member States on the ground and CSOs in particular. The good practices that came to light through the analyses encompass information sharing, coordination, good mechanism of conflict analysis, strong local anchor and EU's versatility. Moreover, the *Best Practices Report* has demonstrated the relevant position of EU Delegations to prevent incoherence and lack of efficiency of the EU's external action, which has consequences on the allocation of technical and financial resources. Another dimension highlighted by our research deals with the role played by the private sector and faith-based actors in conflict prevention and peacebuilding. Whereas the EU does not integrate these actors in its strategy, the report demonstrated the necessity to establish a framework to include them into negotiation and peace processes, considering the economic and religious dimensions of conflict. A number of organizations have implemented a series of good practices including conflict analysis, mediation, inclusive dialogue, and the use of political, social or economic influence. Considering these findings, we have developed further research on the way the EU

should establish partnerships or frameworks to integrate these non-state actors in its peacebuilding strategy. This research work has been accompanied by various events to present our main findings and exchange with EU policy-makers, EUMS, researchers and civil society. A Community of Practice event has been held on 23 June 2016, followed by a show-case on 7 July on WOSCAP case studies with EU officials in Brussels. It has demonstrated high interest from the EU for the items addressed. Then a first policy dialogue has been held on 13 March 2017, in the frame of a Civil Society Dialogue Network (CSDN) meeting organized jointly with EPLO in Paris. The objective of the meeting was to analyze the implementation of the EU commitments on conflict prevention following the publication of the EU Global Strategy, as well as to analyze and gather recommendations on the role of the EU and its Member States, France in particular, in addressing the economic dimensions of conflicts and peace. The meeting gathered officials from the French Ministry of Foreign Affairs and International Development, representatives of the civil society, the European Commission and the European External Action Service. The focus on the role of EUMS in considering the economic dimensions of conflict and peace through an “economic preventive diplomacy” was new and well received by the participants.

The objective of this new policy dialogue in Paris is to adopt in particular the policy recommendations developed by ESSEC IRENE within the WOSCAP project on the following topics: comprehensive approach and coherence. General recommendations on the comprehensive approach will be first presented, followed by specific recommendations that emphasize the necessary inclusion of the private sector.

A final conference will be held in Brussels on November 8, which aim is to present key policy recommendations developed throughout the WOSCAP project to EU policy-makers. Our aim in this context is to take the perspective of influencing EU policies and the implementation of the new EU Global Strategy, and to propose a methodology that would make the global strategy operational.

General recommendations on comprehensive approach

1) *Fostering EUD as an information hub on the ground*

Problem: Coherence relies on the capacity of the EU to pool the resources and adapt to the changing context. This capacity is undermined by the multiplicity of international and local actors involved on the ground, as well as the overlaps with Brussels institutions.

Justification: There is scope for EU for acting as an information hub between EUMS, EU headquarters and local societies, due to their strong presence on the ground. There are examples of useful ways this information sharing takes places, such as joint briefs, regular meetings, collocation arrangement, etc. Pooling of resources and information sharing are the key components of such role.

Recommendations:

- **The EU to actively position itself in burden-sharing with other actors involved** by relying on a roadmap to act simultaneously and coherently, and by avoiding overlaps and counter-productive actions. It relies on continuous communication and exchange of information, and effective conflict analysis capabilities to adapt to the changing context. Therefore, this must be undertaken at the EUD level to guarantee regular contact and link with the locals. The objective of enhanced conflict analysis implies to remain informed of the other projects implemented on the ground by other actors, even when the EU does not have a clear interest in the objective targeted.
- **The EU to rely on institutional memory and on interpersonal relationships.** In some cases EUDs are well integrated on the field and have the capabilities to establish regular dialogue based on trust and information sharing with the different actors involved on the ground (EUMS, other international donors, local communities, local authorities, etc.). This integration is favoured by closed cooperation, continuous follow-up and above all personal relationships. Nevertheless, rotation in EU staff has consequence on the follow-up of such relationships and should be compensated with protocols that could allow relying on institutional memory. A general framework for this protocol could be designed at the headquarters level and then adapted to the specific context in which the EUDs evolved.

2) *Ensuring coherence between EUDs and EUMS positions on the ground*

Problem: Researchers and practitioners highlight the difficulties in securing agreement among EUMS on prioritising objectives and resources, as well as the EUMS preference for bilateral policy. Acting as representative of the EU on the ground, the EUD is not always able to federate and to play a key role of coordination and decision-making entity.

Justification: However, most practitioners and researchers agree that the EU influence is stronger when acting in coherence with Member States on the ground: speaking with one voice gives more weight and allows acting coherently all together while promoting peace processes and mediation. There is scope for further engagement from the EUD on this aspect.

Recommendations:

- **To generalise and systematise regular interactions with the EUMS involved on the ground.** Various experiences from researchers and practitioners demonstrate the added value of regular meetings led by the EUD to ensure information sharing, to improve mutual understanding, and coherence about common objectives to which EUMS have committed. In this respect, it seems crucial that the meetings could be chaired by the EUD where possible to ensure the idea of a united and strong EU position. For this to happen, these meetings should automatically be on the agenda of the EUD, with regular reports to the headquarters in Brussels. Targeted training for relevant staff could be implemented to ensure an effective moderation. Moreover, various sub-objectives could be added:
 - **To systematise regular joint reporting** to ensure the alignment of the EU Member States with the EU Delegation;
 - **To effectively implement burden-sharing between the EUD and several EUMS** by relying on a roadmap to act simultaneously and coherently, and by avoiding overlaps and counter-productive actions.
- **To ensure the leadership of the EU in third countries.** The leadership of the EUD is often perceived as positive, leaving a place for stronger engagement and influence during the process. It mainly relies on the personal qualities of the Head of Delegation in being respected and persuasive, especially to set the agenda and contact the EU Member States, as well as by making them take a common position on sensitive topics. Recruitment for this position must take into account those aspects. In this respects, targeted training for relevant EUD staff would increase their ability to increase EU leadership.
- **To generalise colocation arrangements** between the EUD and EUMS. It means that that an EU Delegation in a third country is hosting a Member State in its premises. It reinforces the idea of an effective union and facilitates coordination and communication between the various staffs involved on the ground.

3) *Ensuring local ownership with local CSO*

Problem: Cooperation and sharing of information with international or local civil society actors is essential for the EU in order to ensure a coherent action in peacebuilding and conflict prevention in third countries. But the lack of diversity among the CSOs working with the EU or supported by EU funds is still a challenge. This specific topic is related to both the issues of coherence and local ownership. There are closely linked, based on the idea that adopting a whole-of-society approach implies coherence with local realities.

Justification: In order to achieve sustainable results, local stakeholders have to be fully integrated at the decision-making level, rather than only supporting and participating in the local implementation of activities decided by external actors

Recommendations:

- **The EUDs to develop further the links established with local CSO.** EU Delegations have a physical presence on the ground, which enables them to have regular contacts with

CSOs, to develop networks and organise meetings. Their efficiency highly depends on the willingness and ability of the EUD staff to establish such relations with CSOs. It requires first to map the relations between all the stakeholders closely or remotely involved in the conflict, and then to go beyond the traditional relation between donors and beneficiaries. Long-term cooperation must be based on regular opportunities to exchange.

- **The EU to develop an efficient platform allowing a wider range of CSOs, including local and small grassroots CSOs, to receive funds and collaborate.** For now, most of the funds are allocated to CSOs that are institutionalised, already familiar with the EU processes, and who are already working on the most strategic issues for the EU. The integration of smaller and alternative actors could imply the launch of projects that correspond more with the field realities. Therefore, this platform should be designed in such a way as to give visibility to alternative organisations and projects, by including filters and guidelines so that the volume of requests is not an obstacle.

Specific recommendations on the inclusion of private sector

1) *Including the private sector as a key stakeholder*

Problem: Private sector actors are currently not considered as stakeholders in the EU's definition of civil society, and thus are not integrated in peace processes. It seems crucial to reflect on the possibility to build frameworks and provide guidelines on how EU staff should deal with these actors.

Justification: The EU can better integrate the economic dimension of conflicts and peace in their analysis and in their actions, using trade and development, or engaging with the private sector, in order to promote peace-conducive economic developments. The possibility of using companies' leverage, integrating the private sector in conflict prevention and peace processes should therefore be envisaged. This integration is crucial while considering the fact that all companies do not have the capabilities to ensure conflict risks and may need expertise and support from the EU to ensure best practices on the ground.

Recommendations:

- **The EU should further integrate the economic dimensions of conflicts and peace** in its analysis and actions, and should resort to interaction with the private sector in order to promote peace-conducive economic development. Those actions could be developed as part of a European preventive economic diplomacy.
- **The EU should include companies in conflict prevention activities and peace processes** given their key role for stabilisation and development. The possibility of using companies' leverage has to be considered. This implies resorting to interactions with the private sector in order to promote peace-conducive economic development and develop flexibility regarding the people who sit at the table. These actions could be developed within a **European preventive economic diplomacy**, or the concept of corporate peace.

- **The EU should develop companies support in terms of conflict prevention and peacebuilding**, notably through providing third parties experts (such as NGOs) in mediation or conflict analysis and avoid denying potential risk of escalating the dispute on the ground.
- **The EU should develop trainings and research programs** that could associate companies and citizens to develop academic networks on peace and conflict

2) *Develop tripartite structured dialogue with local communities, local authorities and companies*

Problem: Companies evolving in a sensitive context have an influence, direct or indirect, on local communities, which may lead to the rise of tensions and emergence of conflicts. On the other hand, their establishment could be perceived as an opportunity for development or a guarantee of stability, which generated high expectations in term of lasting peace. Because of this dual characteristic, dialogue is crucial. However, modalities of such dialogue are often difficult to be implemented.

Justification: There are good practices of tripartite structured dialogues involving local communities, local authorities and companies. Nevertheless, too often stakeholders face the issue of lack of basic knowledge on peace and human rights from the locals, which undermine the benefits of such dialogue, or prevent further development of such activities. Moreover, the question of designing a mediator is very sensitive in such cases: the outcomes of the mediation will highly depend on the credibility, integrity and relations of the person in charge of ensuring the liaison between the parties.

Recommendations: The EU could develop a concrete strategy of peacebuilding partnerships focused on tripartite dialogue with local communities. This could be fostered by the development of training in mediation in order to prevent conflict, avoid binary dialogue and contribute to the emergence of resilience for the riparian of communities. Those training could be conducted with the support of peace builders' focal points and companies' expertise. Moreover, the automatic designation of independent and neutral mediators and people in charge of monitoring the implementation of the final agreement between parties.