Deloitte.

Business for Peace
Deloitte sustainability webinar
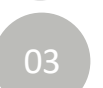
September 4th 2020

MAKING AN
IMPACT THAT
MATTERS
since 1845

Agenda

Introduction
Who are we?

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About the Deloitte United Nations and Sustainability Team (DUNAS)

Our team derives strength from living Deloitte's values every day to make an impact that matters

The Deloitte United Nations and Sustainability Team (DUNAS) is a young and international team, bringing together backgrounds in strategy, risk management, law, and policy. The team is based in Kuala Lumpur, Malaysia, and serves United Nations (UN) clients across Asia Pacific (APAC) and businesses in Malaysia and Southeast Asia (SEA).

Cheryl Khor
Partner (Malaysian)

Operational Risk Lead
APAC & SEA

Upasana Mukherjee
Senior Consultant (Indian)

Partnership Mobilisation &
Human Rights Lead

Roman Ziqing Chen
Consultant (Chinese)

HACT Services Deputy Lead (UN)

Rui Figueiredo
Director (Swiss-Portuguese)

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Sustainability Team Lead

Jonah Belitz
Senior Consultant (German)

Strategic Sustainability &
Creating Shared Value
(CSV) Lead

Dennis Svensson
Consultant (Swedish)

Contributions to Peace
(B4P) Lead

Rebecca Bucherer
Manager (Swiss)

HACT Services Lead (UN)
& Team Deputy Lead

Lorraine Jiang
Senior Consultant (Chinese)

Circular Economy & Climate
Change Lead

Our value proposition

By leveraging our **unparalleled network** of global Deloitte experts and external partners working at the forefront of sustainable development, humanitarian aid, and corporate sustainability, we can offer clients **value-added and innovative services** that help unlock unrealised potential to increase **value for money** (social sector) and **strategic returns** (private sector).
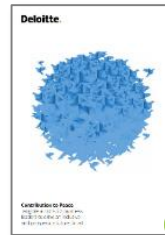
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Our thought leadership

DUNAS is at the forefront of sustainability

Our webinar specific eminence

Partnership Mobilisation

Discovering and leveraging synergies for mutual value creation

Contribution to Peace

Tangible actions for business leaders to drive an inclusive and prosperous future for all

Social Responsibility in Business

How to adapt to the changing world

Other examples of our eminence

Board Effectiveness

Supporting board members to create long-term value

Climate Change and Business
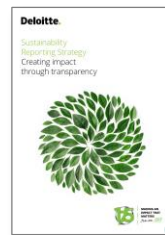
Responding to the pressing crisis

Agenda 2030

Creating legacy, prosperity and continuity for your business

Sustainability Risk Management

Powering performance for responsible growth

Sustainability Reporting Strategy

Creating impact through transparency

NPO & International Organisations

Help to drive transparency, efficiency and accountability

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Engaging partners for Peace
Expectations and learning outcomes

Expectations and learning outcomes.

This workshop will provide an understanding of how SDG 16 affects business practices and can be leveraged to accelerate sustainability profiles and how to align strategies with the United Nations Agenda 2030. The learning objectives include:

- Awareness of the significance of SDG 16 and its relevance in business;

- Understanding of how to leverage SDG 16 as an accelerator for sustainability and Agenda 2030;

- Understanding of how to take pro-active steps to contribute to SDG 16 and wider peace-efforts.

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With you today
Speakers

Dennis Alexander Svensson

Deloitte Malaysia

Contributions to Peace Lead

Deloitte United Nations Team
Asia Pacific

- Dennis is leading Deloitte's Contributions to Peace initiative under Deloitte's United Nations Team. He joined Deloitte from Sweden after completing his master's degree in strategic studies in Singapore.

- Dennis is actively working with supporting both the private and public sector as well as international organisations in promoting the UN's Agenda 2030 and establishing cross-sectorial collaborations for the benefit of peace, justice, and strong institutions across the Asia-Pacific

Juan Andrés Cano

CEO

PeaceStartup

- "Juan Andrés Cano is the winner and recipient of Oslo's Business for Peace Award in 2015. Cano is a Colombian lawyer and entrepreneur who has been operating and building four companies in fragile environments and complex contexts.

- He has vast knowledge of the role businesses play in conflict settings and humanitarian crises and is passionate about the possibility of transforming businesses to create long-term value with high social and environmental impact. As the Founder and CEO of multiple companies, Cano and his partners work with businesses to help them follow ethical principles and create sustainable peace-building solutions."

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Introducing Agenda 2030 and SDG 16: Peace, justice, and strong institutions
Significance, costs, and trends

Introducing Agenda 2030

Agenda 2030 is a holistic framework developed by the UN to achieve a better world for all

About the Sustainable Development Goals

- In 2015, the United Nations established Agenda 2030 with 17 Sustainable Development Goals (SDG's). These goals serves as a blueprint for how to achieve a better and more sustainable future for all. They address some of the world's most severe global challenges.

- In ASEAN, **76** % companies believe they have a role to play in delivering the UN's SDGs (compared with 63% of firms globally).

- The overall sustainability agenda has picked up steam in ASEAN. It is expected that more companies will invest in sustainability and partnership as an avenue, including on SDG 16 due to it's importance in the ASEAN region.

CUMULATIVE INDEX PERFORMANCE — NET RETURNS (USD)
(NOV 2015 – JUN 2020)

The **MSCI EM Asia ESG Leaders Index** is a capitalisation weighted index that provides exposure to companies with high Environmental, Social and Governance (ESG) performance relative to their sector peers.

Introducing SDG 16: Peace, justice, and strong institutions

SDG 16 can be considered the foundation of sustainable development and has quickly risen to one of the most pressing development goals out of the UN's Agenda 2030

About SDG 16: Peace, Justice, and strong institutions

- SDG 16: Peace, Justice & Strong Institutions can be viewed as the base of sustainability and is necessary for other SDG's to be realised and achieved.

- For continuous progress on Agenda 2030, it is crucial to address SDG 16 by unleashing the potential of the private sector and by engaging all available stakeholders to help reduce the effects of violence, corruption, and crime on people and communities.

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Key Business Themes

Anti-corruption policies and controls

Effective, accountable, and transparent corporate governance

Compliance with laws and regulations

Human rights and diversity

Public access to Information

Strategy alignments with peace objectives

Inclusive decision making

Cyber-security

The global cost of violence:
$14.1 Trillion USD **11.2%** of Global GDP

The global cost of bribery:
$1.5-2 Trillion **2%** of Global GDP

Expected increase in violent deaths:
9% expected increase in violent deaths globally by 2030

Recent peace trends
2.5% deterioration of global peace levels since 2008

Introducing SDG 16: Peace, justice, and strong institutions

SDG 16 is a broad goal touching upon the areas of human rights, anti-corruption, crime prevention, and violence prevention

SDG 16 can be broken down into 12 sub-targets. All of these are connected to each other as well as broader sustainability goals from Agenda 2030. They sub-targets can be broken down into four distinct categories, human rights, anti-corruption, crime prevention, and violence prevention.

SDG 16 Targets

16.1 Significantly reduce all forms of violence and related death rates everywhere

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime

16.5 Substantially reduce corruption and bribery in all their forms

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance

16.9 By 2030, provide legal identity for all, including birth registration

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.A Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

16.B Promote and enforce non-discriminatory laws and policies for sustainable development

What are the examples from top international companies contributing to SDG 16?

These companies are staying ahead of the curve by articulating their various commitments towards peace, justice, and strong institutions

The companies below have explicitly expressed their commitment to peace efforts around the world through various forms of partnerships, campaigns and initiatives. These are just a few examples of large companies joining the global efforts for a more peaceful society.

The Coca-Cola Company has taken a stance on peace with its "Small worlds campaign" and socio-economic initiatives in several parts of the world.

UPS and UNHCR formed a partnership back in 2009. Since then, UPS have assisted UNHCR by providing capabilities including emergency response and capacity building projects for refugees in need.

Ikea is a large private partners and have previously remained active in various peace collaborations to provide stability in volatile regions around the world.

Nespresso has for many years been engaged with stabilizing conflicts in South America and Africa through various initiatives and campaigns.

Puma has for a long time been a contributor to business for peace and most recently launched their newest "Peace on Earth" campaign in 2019.

Microsoft has partnered with and assisted OCHA for an initiative on a Haiti earthquake coordination website.

Source: UN-Business Action hub on partnership stories, 2019

Leveraging SDG 16 in Business
Accelerate your sustainability profile and mitigate associated risks
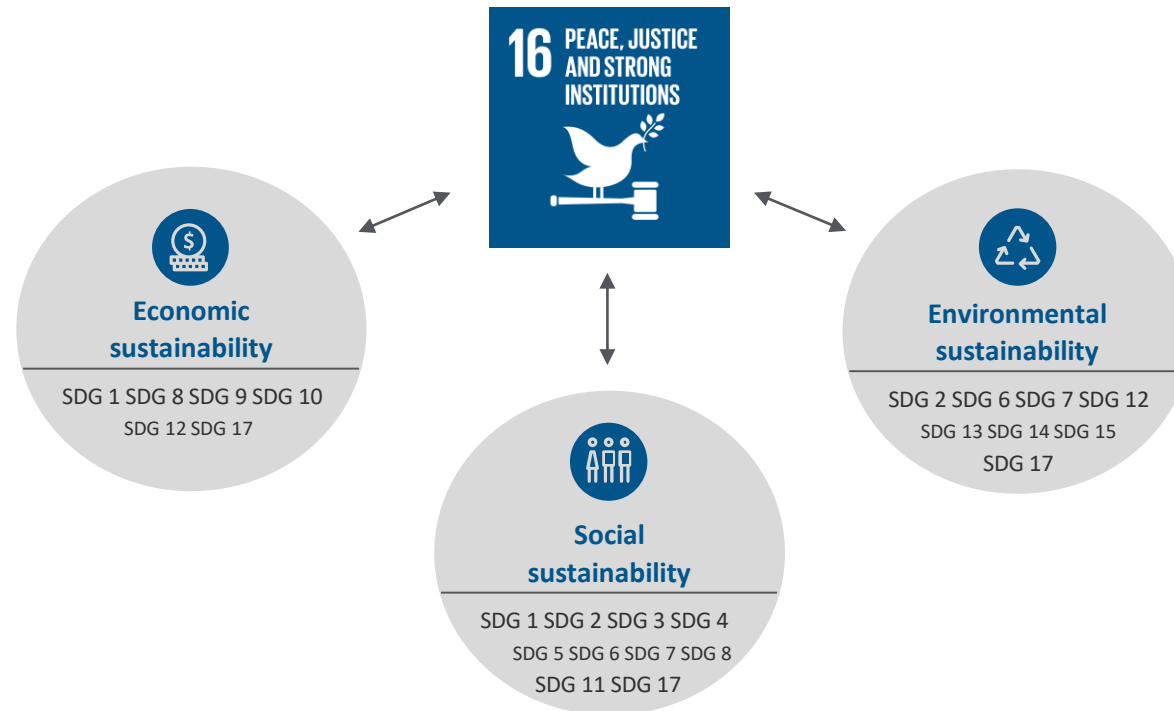
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Accelerating your sustainability profile through SDG 16

SDG 16 can be leveraged to identify the most pressing sustainability issues and accelerate your sustainabiltiy agenda

Socio-economic growth and stable conditions foster peace, justice, and strong institutions. By leveraging SDG 16 as a base for your sustainability profile, you will be able to identify other relevant sustainable development goals and connect them through the various dimensions of SDG 16.

SDG 16: The base of sustainability

- Peace, Justice and Transparent institutions is necessary for other SDG's to be realised and achieved.

- This is why SDG 16 can be viewed as the base of sustainability from which all other development can take root.

- The Global Alliance and UNGC recently launched a report, which stated that violence was the biggest obstacle to achieving all other SDG's. Additionally, UNDP states that SDG 16 can serve as an accelerator for achieving Agenda 2030.

- Even though Goal 16 is arguably one of the most, if not "the" most important SDG since it provides a base for all other goals to blossom from. It is also one of the goals that gains the least attention from the private sector.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Economic sustainability
SDG 1 SDG 8 SDG 9 SDG 10 SDG 12 SDG 17

Environmental sustainability
SDG 2 SDG 6 SDG 7 SDG 12 SDG 13 SDG 14 SDG 15 SDG 17

Social sustainability
SDG 1 SDG 2 SDG 3 SDG 4 SDG 5 SDG 6 SDG 7 SDG 8 SDG 11 SDG 17

Source from: The Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies, 'Enabling the implementation of the 2030 Agenda through SDG 16+: Anchoring peace, justice and inclusion', United Nations, New York, 2019,

Unique benefits of SDG 16 in Business

SDG 16 can offer moral, communal, commercial, social, and legal benefits to companies that leverage it adequately in their strategy

Businesses should be aware of the moral, communal, commercial, social, and legal aspects of SDG 16 in business. The five aspects can be summarised as follows:
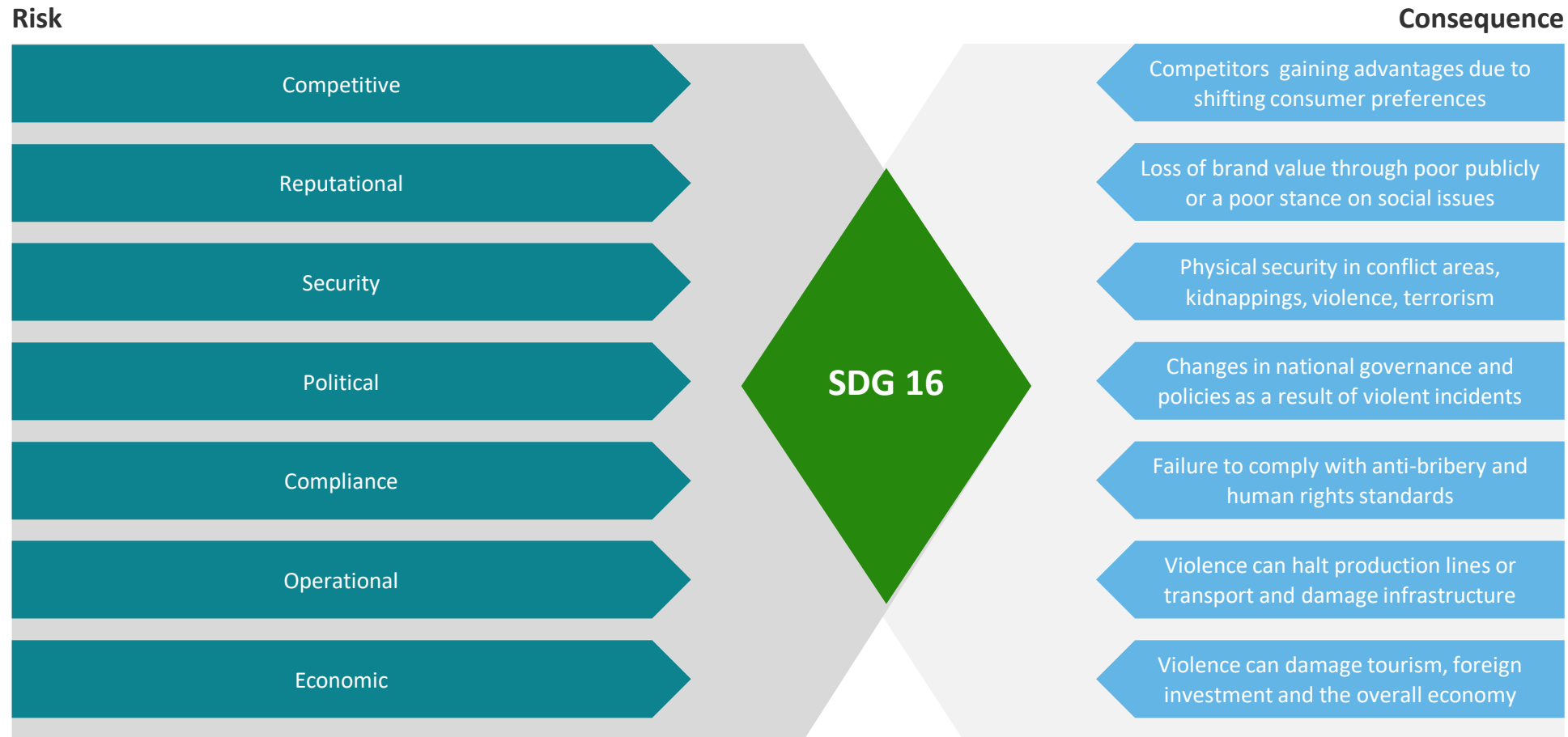
01 **Moral**
Contributing to peace is morally just and all companies have the responsibility to at the very least, avoid contributing to violence and instability in the region on which they operate.

02 **Communal**
Companies that are avid contributors to peace and supports local communities are giving back to society and will hence benefit from local connections & respect, and a stronger, less violent community.

03 **Commercial Benefits**
Companies that respect and contribute to SDG 16 may gain commercial benefits associated with respectable practices, e.g., responding to shifting consumer demands, top-quality recruits, attracting investment, and reputational benefits.

04 **Social license**
Companies that respect peace dynamics earn and secure their 'social license to operate', and can avoid potentially costly conflicts and hassle.

05 **Legal**
Companies can avoid potential legal conflicts ahead of time by knowing that norms and legal doctrines on corporate liability relating to anti-corruption and money laundering policies that continue to evolve at the national and international levels. It can also enable companies to disclose information to investors in CSR and/or EGS reports and build a reputation as a good corporate citizen.

SDG 16 challenges and risks
Addressing SDG 16 can enable your organsiation to identify and address unique business risks

Operating in conflict areas can constitute a wide array of unique business risks. Addressing SDG 16 holistically can help mitigate some of these risk, outlined below.

Risk

Consequence

Risk	Consequence
Competitive	Competitors gaining advantages due to shifting consumer preferences
Reputational	Loss of brand value through poor publicly or a poor stance on social issues
Security	Physical security in conflict areas, kidnappings, violence, terrorism
Political	Changes in national governance and policies as a result of violent incidents
Compliance	Failure to comply with anti-bribery and human rights standards
Operational	Violence can halt production lines or transport and damage infrastructure
Economic	Violence can damage tourism, foreign investment and the overall economy

SDG 16

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A 10 step guide for businesses to contribute to peaceful societies
Implementing SDG 16 in your sustainability profile
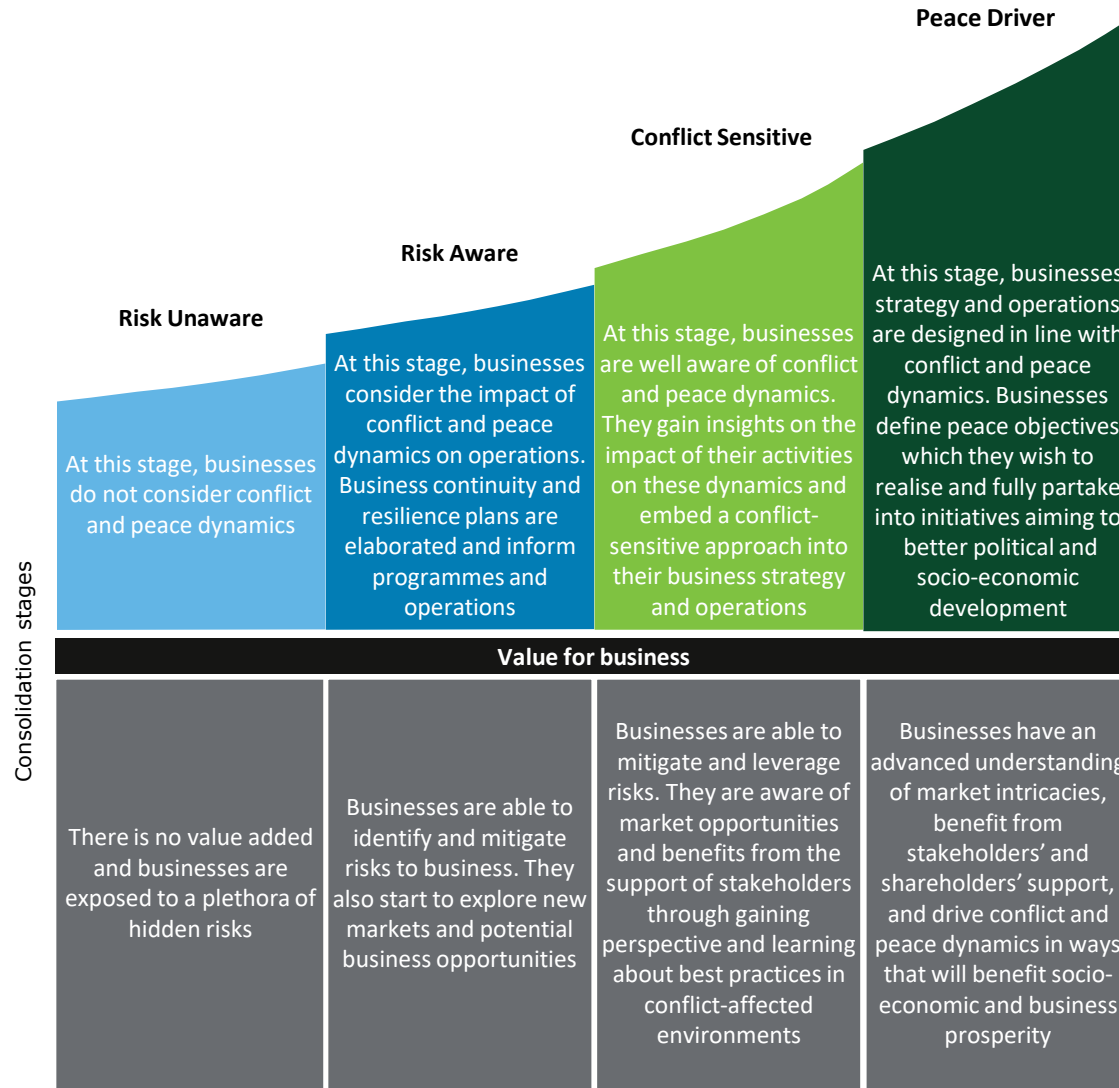
Enhancing peace contributions through a maturity model

Improving peace maturity will help maximize the impact of your sustainability ambitions

Private sector engagement in conflict-affected environments

The private sector can contribute to peace at different paces, depending on how their capacity and willingness to drive conflict and peace dynamics increase over time.

The more businesses contribute to broader peace efforts, the more they can derive value from enhanced political and socio-economic prosperity and development.

To understand how businesses can drive conflict and peace dynamics it is useful to frame their contribution as a maturity model.

Peace Driver

Conflict Sensitive

Risk Aware

Risk Unaware

Consolidation stages

At this stage, businesses do not consider conflict and peace dynamics

At this stage, businesses consider the impact of conflict and peace dynamics on operations. Business continuity and resilience plans are elaborated and inform programmes and operations

At this stage, businesses are well aware of conflict and peace dynamics. They gain insights on the impact of their activities on these dynamics and embed a conflict-sensitive approach into their business strategy and operations

At this stage, businesses strategy and operations are designed in line with conflict and peace dynamics. Businesses define peace objectives which they wish to realise and fully partake into initiatives aiming to better political and socio-economic development

Value for business

There is no value added and businesses are exposed to a plethora of hidden risks

Businesses are able to identify and mitigate risks to business. They also start to explore new markets and potential business opportunities

Businesses are able to mitigate and leverage risks. They are aware of market opportunities and benefits from the support of stakeholders through gaining perspective and learning about best practices in conflict-affected environments

Businesses have an advanced understanding of market intricacies, benefit from stakeholders' and shareholders' support, and drive conflict and peace dynamics in ways that will benefit socio-economic and business prosperity

Our customised framework for implementing SDG 16

Rising as a regional leader for peace, justice, and strong institutions

Our Solution
Our solutions are based on frameworks drafted by the UN and NGO's which aims to maximise the positive potential of the private sector while minimising operational and reputational risks, including, public scrutiny, corruption, and human rights violations.

The initial steps
Through the highlighted framework, Deloitte is able to provide an encompassing evaluation of business operations and sustainability profiles and provide guidance on how to best align with a peace-centric business model.

Based on our evaluation, we would then be able to provide recommendations and feedback on how to improve specific components under each step to be aligned with best practice.
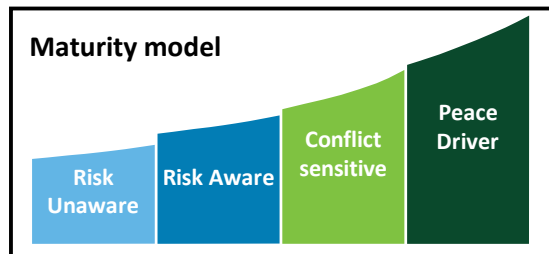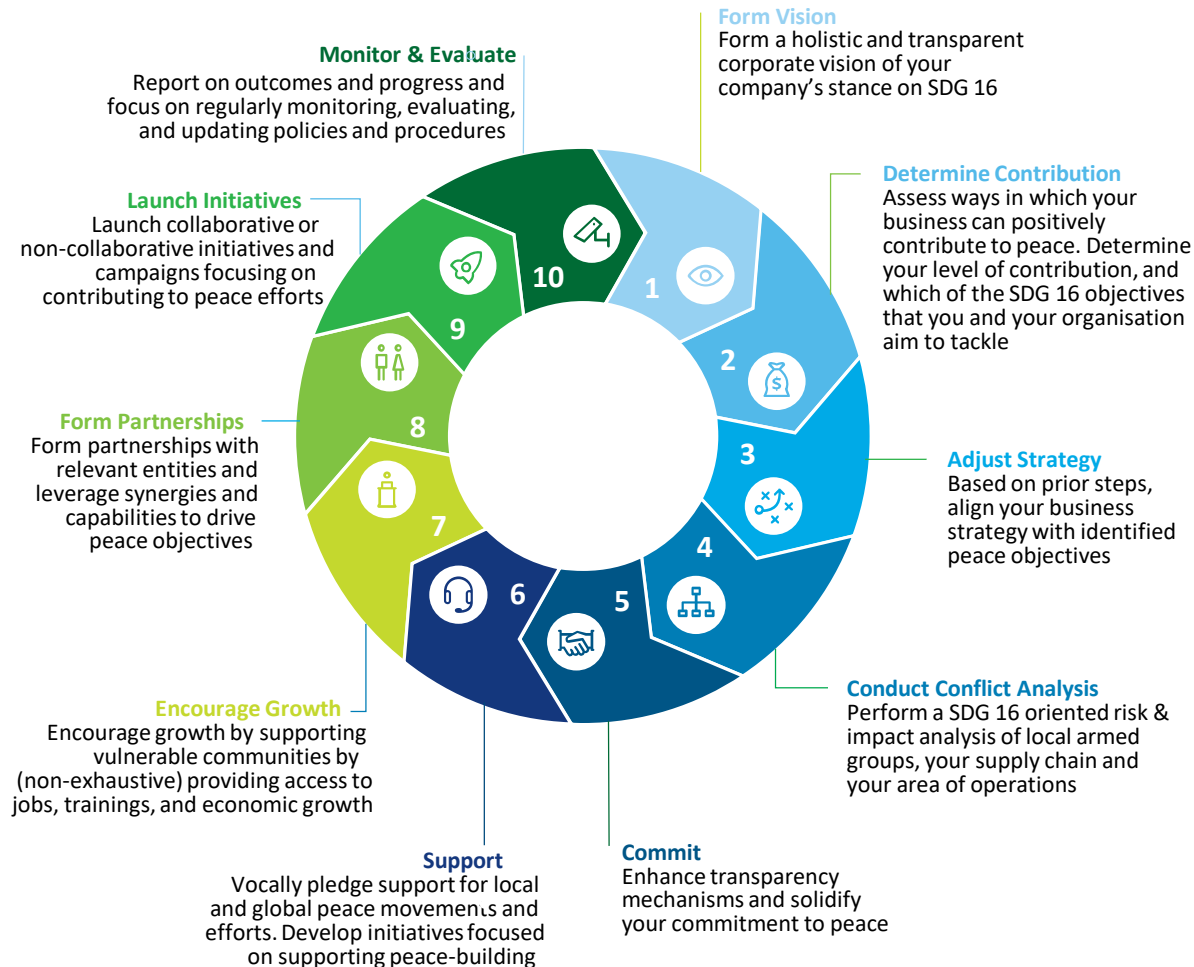
Figure 1: Our proposed framework

Monitor & Evaluate
Report on outcomes and progress and focus on regularly monitoring, evaluating, and updating policies and procedures

Launch Initiatives
Launch collaborative or non-collaborative initiatives and campaigns focusing on contributing to peace efforts

Form Partnerships
Form partnerships with relevant entities and leverage synergies and capabilities to drive peace objectives

Encourage Growth
Encourage growth by supporting vulnerable communities by (non-exhaustive) providing access to jobs, trainings, and economic growth

Support
Vocally pledge support for local and global peace movements and efforts. Develop initiatives focused on supporting peace-building

Commit
Enhance transparency mechanisms and solidify your commitment to peace

Conduct Conflict Analysis
Perform a SDG 16 oriented risk & impact analysis of local armed groups, your supply chain and your area of operations

Adjust Strategy
Based on prior steps, align your business strategy with identified peace objectives

Determine Contribution
Assess ways in which your business can positively contribute to peace. Determine your level of contribution, and which of the SDG 16 objectives that you and your organisation aim to tackle

Form Vision
Form a holistic and transparent corporate vision of your company's stance on SDG 16

Maturity model

Risk Unaware | Risk Aware | Conflict sensitive | Peace Driver

Implementing SDG 16 in your sustainability profile
Phase 1: Risk unaware to risk aware
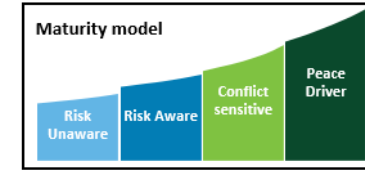
Phase 1: Risk unaware to risk aware

Taking the first four fundamental steps will provide you with the basic foundation to implement SDG 16 in your sustainability profile through the notion of "Do-no-harm"

Maturity model

Form vision	Determine contribution	Align strategy	Conduct conflict analysis

Form vision

Pointers
- The vision for SDG 16 needs to be formed and aligned at BOD level and communicated downwards.

Example
- We at company "x" realize the importance of SDG 16 for sustainable development and will work towards progress on this goal as part of our strategy.

Outcome
- A holistic and transparent corporate vision of your company's stance on SDG 16.

Determine contribution

Pointers
- After an initial vision on SDG 16, it is crucial to determine which targets of the goal your organsiation aims to tackle.

Example
- We at company "x" are dedicated to SDG 16 targets x, y, and z. We will work towards these goals through action 1, 2, 3.

Outcome
- Assessment of ways in which your business can positively contribute to SDG 16.

Align strategy

Pointers
- Following the initial steps, align your business strategy and your sustainabiltiy profile with the identified objectives.
- Determine how you will achieve your contribution.

Example
- Develop policies, procedures and controls aimed at addressing human rights, corruption, inclusivity, and stakeholder engagement.

Outcome
- Business strategy alignment with identified peace objectives.

Conduct conflict analysis

Pointers
- An SDG 16 oriented risk & impact analysis can be done holistically or independently.

Example
- Examples of areas for risk includes: local armed groups, your supply chain, partners, area of operation.
- Examples of impact analysis should focus on your operations, human rights, and your supply chain.
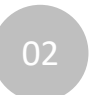
Outcome
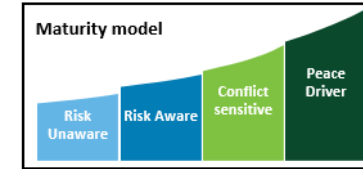- Strategic overview from your SDG 16 oriented risk & impact analysis.

Implementing SDG 16 in your sustainability profile
Phase 2: Risk aware to conflict sensitive

Phase 2: Risk aware to conflict sensitive

Commit to SDG 16 by implementing and strengthening your anti-corruption and human rights policies and mechanisms

Maturity model

Risk Unaware | Risk Aware | Conflict sensitive | Peace Driver

Commit

There are multiple international standards and frameworks that can be used to design adequate human rights, diversity, and anti-corruption policies and procedures.

Examples of these are highlighted below.

Pointers

- Based on your risk and impact analysis, commit by highlighting means of implementing your commitments.
- This can be through adhering to standards, reporting initiatives, or implementing mechanisms to solidify your commitment.

Example

- Implement technical solutions to monitor your human rights and corruption risks.
- Report on SDG 16 related CSR risks including international human rights and anti-corruption standards.

Outcome

- Enhance anti-corruption, transparency, and human rights mechanisms.

International Human rights standards

- International bill on human rights
- United Nations guiding principles on business and human rights (UNGP)
- The Universal Declaration of Human Rights
- International covenant on human rights
- International labour organisation (ILO) standards

International Anti-corruption standards

- The Bribe Payers Index
- UN Convention against corruption
- ISO 37001
- Transparency internationals Anti-Bribery and corruption Checklist
- UNODC – an anti-corruption ethics and compliance programme for business

Reporting frameworks

| GRI 401 - 419 | GRI 204, 205, 206 |

*Deloitte can support in developing policies, procedures, and technical solutions for human rights and anti-corruption adherence. Deloitte can also assist with reporting on CSR obligations.
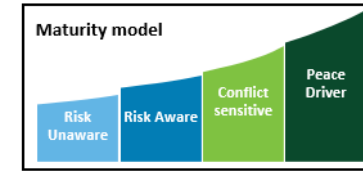
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Phase 2: Risk aware to conflict sensitive

Reporting on your progress with regards to your human rights and anti-corruption endeavors is crucial for stakeholder communication

Maturity model

No matter how solid your commitment is, it still needs to be communicated to relevant stakeholders. The Global Reporting Initiative (GRI) is an international independent standards organization that helps businesses understand and communicate their impacts on issues such as climate change, human rights and corruption.

The GRI standards uses three universal standards, highlighted below.

Foundation	General Disclosures	Management Approach
GRI 101	**GRI 102**	**GRI 103**
Starting point for using the GRI Standards	To report contextual information about an organization	To report the management approach for each material topic

In addition to the three universal standards, there are topic specific standards relating to human rights, anti-corruption and climate change.

GRI 412: HUMAN RIGHTS ASSESSMENT 2016
GRI 412

GRI 205: ANTI-CORRUPTION 2016
GRI 205
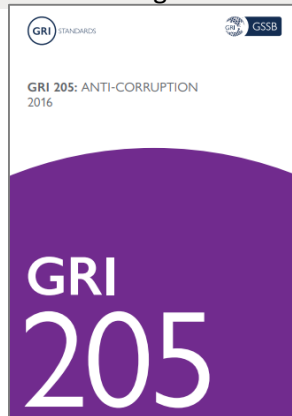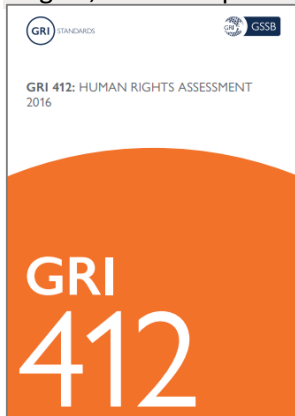
Disclosure 412-1
Operations that have been subject to human rights reviews or impact assessments

Reporting requirements

Disclosure 412-1

The reporting organization shall report the following information:

a. Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.

........................
Guidance

Reporting recommendations

1.2 The reporting organization should disclose the following information:

1.2.1 The organization's risk assessment procedures for corruption, including the criteria used in the risk assessment, such as location, activity, and sector;

1.2.2 How the organization identifies and manages conflicts of interest that employees or persons linked to the organization's activities, products, or services may have. Conflicts of interest for the highest governance body are covered in Disclosure 102-25 of GRI 102: General Disclosures;

1.2.3 How the organization ensures that charitable donations and sponsorships (financial and in-kind) that are made to other organizations are not used as a disguised form of bribery. Recipients of charitable donations and sponsorships (financial and in-kind) can include not-for-profit organizations, religious organizations, private organizations, and events;

1.2.4 The extent to which communication and training on anti-corruption is tailored to those governance body members, employees, business partners, and other persons that have been identified as having a high risk of incidents of corruption;

Phase 2: Risk aware to conflict sensitive

Supporting peace movements and encouraging growth are means of going beyond the notion of "Do-no-harm" and tangibly contribute to peace efforts

Maturity model
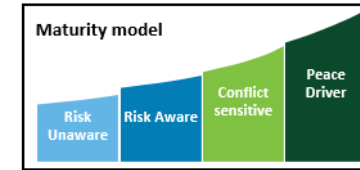
Support	Encourage growth
Pointers	**Pointers**
• Once the initial steps are completed, businesses will have reached the level of "Do-no-harm". Following this, businesses can actively contribute to moving beyond this principle by enhancing peace objectives.	• Substantially enhance socio-economic outlook for vulnerable regions.
	• Identify socio-economic issues and develop frameworks to address these issues.
• **Example**	**Example**
• Vocally pledge support for local and global peace movements and efforts.	• Provide jobs and training to the local populace.
• Begin exploring initiatives aimed at contributing to local peace objectives.	• Reintegrate ex-combatants.
Outcome	• Launch business themed incubators.
	Outcome
• Foundation for further peace efforts and involvement with relevant movements within the peace sector.	• Non-provocative support for the socio-economic outlook of the region, and local stakeholder engagement and backing.

Incubator Goals

The goal of an incubator is to identify and tackle relevant peace-centric challenges by enabling the local populace and simultaneously enhancing operational efficiency.

Value for SDG 16
Enhance the socio-economic outlook for conflict affected regions while simultaneously strengthening local cohesion

Value for your company
Strengthen your global sustainability profile and your local presence in conflict affected regions.

Value for participants
Coaching, mentors, networking, feedback, management training, and eventually socio-economic growth for local regions.
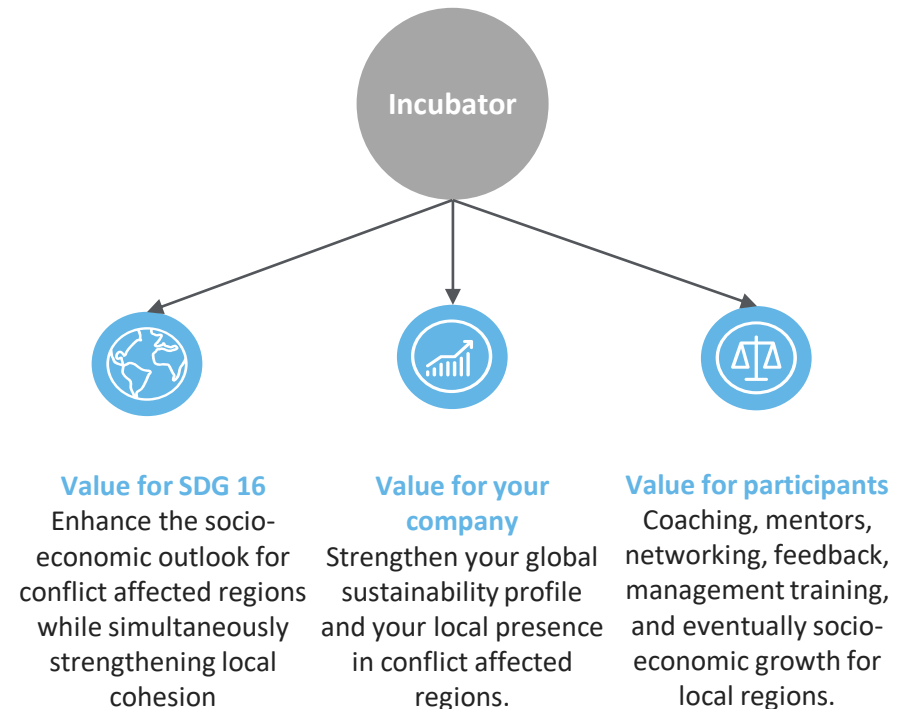
Implementing SDG 16 in your sustainability profile
Phase 3: Conflict sensitive to Peace driver
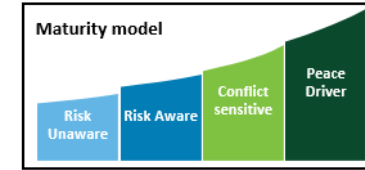
Phase 3: Conflict sensitive to Peace driver

Strategic and transformative partnerships on thematic areas of SDG 16 can unlock mutual value by leveraging complementary capabilities

Maturity model

Risk Unaware | Risk Aware | Conflict sensitive | Peace Driver

Form partnerships

Pointers

- Form high level partnerships with local or international stakeholders from the private, public, or non-profit sector.
- Develop partnership strategies aimed at addressing thematic SDG 16 topics.
- Aim at transformative or strategic partnership models to leverage synergies and capabilities to drive peace objectives.

Example

- Implement technical solutions to monitor your human rights and corruption risks.

Outcome

- Partnerships with relevant entities.

Philanthropic partnerships are common and typically relate to donations from businesses to civil society organisations, which often are unrelated to the core business activities.

Transactional partnerships focus on clearly defined projects among NPOs and businesses that entail benefits for both partners.

Strategic partnerships are those that are based on co-creation of value that is integral to the achievement of the partners' (economic and social) objectives, i.e. they create shared value.

Transformative partnerships seek to effectuate broad-scale change around a specific issues by mobilising various actors within an industry or society at large.

Examples of partnerships through an SDG 16 lens

Company A made a USD 50k donation to NPO I for the support of providing assistance to internally displaced people in a local conflict zone. NPO I uses the contribution and acknowledges it in its annual report.

Company B supported NPO II's objective of establishing camps for internally displaced people (IDPs) by providing components, such as lamps, and tents.

Company C collaborated with NPO III to develop a product, for example, an app that can help IDPs reconnect with lost family members.

Company D and NPO IV co-develop an incubator designed to help company G expand their supply-chain while contributing to local peace objectives and socioeconomic development.

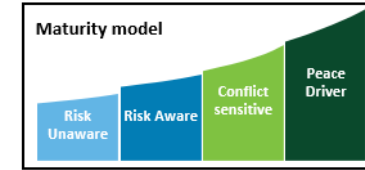# Phase 3: Conflict sensitive to Peace driver

Partnerships for SDG 16 can be launched through four initial steps

Maturity model

Identify priority targets	Map sectors	Develop value proposition	Initiate partnership
Identify a priority target area of SDG 16 that needs to be addressed in the immediate environment. Additionally, **identify one or several sectors** that may be immediately relevant partners for the achievement of this target.	**Identify potential partners in the sector(s)** of interest through **stakeholder mapping** and lenses such as partnership maturity, potential scale, mission alignment, resource complementarity, peace maturity level, among others.	Based on the identified partners, develop and **propose a mutual value proposition** through either a **strategic or transformative partnership model** that will benefit all involved stakeholders.	**Launch an inception phase to design a partnership model, address risks, and initiate the partnership.** Create a platform that enables stakeholders to participate long-term and continually contribute towards the selected targets.

Examples

|			
Priority areas could include support for IDP's, reintegration of combatants, infrastructure development, job creation etc.	Understand the policy landscape of the cause of interest and map out relevant entities through stakeholder mapping of the highlighted factors above.	Mutual value propositions could include prior examples, such as, corporate governance related trainings or initiatives to enhance accountability and compliance or collaborating to develop a product, such as, an app that can help IDPs reconnect with lost family members.	Launch the initiatives and work towards co-creating MOUs as stepping stones for continuous collaborations.

Phase 3: Conflict sensitive to Peace driver

Launching initiatives is the highest form of peace contributions and can be customised depending on your sectors capabilities and interests

Maturity model
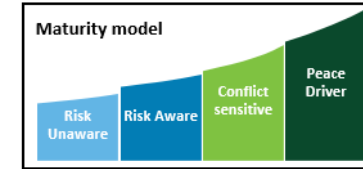
Launch initiatives

Pointers

- Launch collaborative or non-collaborative initiatives and campaigns focusing on contributing to peace efforts.

Example

- Nespresso and PUMA are two companies that have launched initiatives aimed at peace objectives.

- The initiatives could include, building infrastructure, or launching campaigns aimed at peace developments.

Outcome

- Initiatives aimed at highlighting your contributions to peace.

Puma's "Peace on earth" campaign

In 2008, PUMA introduced the "PUMA Peace Initiative" and changed their core mission "to create programs that foster a more peaceful world than the one we live in today".

This commitment is manifested by their promotion of peace on their social media, by sponsoring relevant causes (e.g. Peace one Day) and by promoting and celebrating the International Day of Peace on the 21st of September.

At the start of 2019 PUMA had launched their most recent campaign called "Peace on Earth" in which they released their newest product, the Clyde Court Peace on Earth footwear. For every pair of footwear sold, $5 was donated to the Trayvon Martin Foundation focusing on stopping gun violence.

Nespresso's "Dawn of Peace" campaign

The Nespresso company produces and pioneers high-quality portioned coffee. They are also involved with various peace initiatives around the world.

Following the peace agreement in Colombia in 2016, Nespresso substantially increased the amount of coffee it bought from one of the post/conflict regions hardest hit by Colombia's long-running guerrilla war. This campaign was called "Aurora de la Paz," which translates to "Dawn of Peace."

Nespresso's coffee-sourcing expansion into several regions previously at the center of armed conflict was part of their $50 million investment for "sustainable quality coffee production" in Colombia.
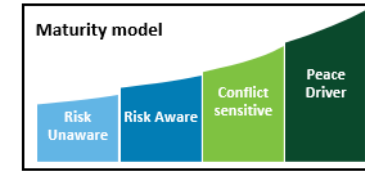
Phase 4: Peace driver

Monitoring and evaluating your progress in all of the preceding steps will enable you to maintain the standard of a corporate peace driver

Maturity model

Risk Unaware | Risk Aware | Conflict sensitive | Peace Driver

Monitor and evaluate

Pointers

- Monitoring and evaluation is the final step to ensure that you are holistically driving peace objectives.

- Update strategies, priorities, initiatives, policies, and partnerships when necessary.

Example

- Impact assessments of initiatives or partnerships.

- Monitoring and evaluation of your internal controls, procedures, human rights and corruption incidents.

- Clear, tangible reporting to stakeholders and a transparent CSR profile.

Outcome

- Clear evaluations of your organisations efforts.

Form Vision
Form a holistic and transparent corporate vision of your company's stance on SDG 16

Determine Contribution
Assess ways in which your business can positively contribute to peace. Determine your level of contribution, and which of the SDG 16 objectives that you and your organisation aim to tackle

Adjust Strategy
Based on prior steps, align your business strategy with identified peace objectives

Conduct Conflict Analysis
Perform a SDG 16 oriented risk & impact analysis of local armed groups, your supply chain and your area of operations

Commit
Enhance transparency mechanisms and solidify your commitment to peace

Support
Vocally pledge support for local and global peace movements and efforts. Develop initiatives focused on supporting peace-building

Encourage Growth
Encourage growth by supporting vulnerable communities by (non-exhaustive) providing access to jobs, trainings, and economic growth

Form Partnerships
Form partnerships with relevant entities and leverage synergies and capabilities to drive peace objectives

Launch Initiatives
Launch collaborative or non-collaborative initiatives and campaigns focusing on contributing to peace efforts

Monitor & Evaluate
Report on outcomes and progress and focus on regularly monitoring, evaluating, and updating policies and procedures

01
02
03
04
05

Lessons learned from Colombia with Juan Andrés Cano

Part 1: Colombia, years of war

Business for peace in Colombia
Lessons from Colombia can be directly applied to Myanmar's context

Colombia has a troubled past and shares many similarities with Myanmar in terms of the socio-economic landscape, climate, and common problems with thematic areas of SDG 16. These include crime, violence, conflict, and corruption.

COLOMBIA 209 YEARS

163 IN CONFLICT

NOT EVEN A DAY OF PEACE

Business for peace in Colombia
Who are we in the global agenda?

Peace
Startup

The strategic conditions of the country have allowed the confluence of international organisations, which allow us to invest resources in cooperation projects, which benefit important social sectors to consolidate peace processes.

Overview	Geo strategic position in the region	Concentration of international cooperation
SDG, start for a Colombian proposal	The role of Colombia in the region	More than 20 UN agencies
Corner of latam	Population: 600 million	US "Plan Colombia": USD 9,94 Billion
Direct and indirect foreign investment	260 million without Mexico and Brasil	Peace Colombia. USD 670 Million
	Hub of startups with big players (Google, FB, Twitter, Huawei)	Trust fund European Union: 60 to 80 Million Euros
		5 to 6 funds from Nordic countries

Business for peace in Colombia
Who are we in the global agenda?

15 years of working for a peace agenda from businesses

Lessons from Colombia

Part 2: Peace and economy

"A stable economy is not possible if we do not ensure its sustainability."

Business for peace in Colombia
Defining the importance of peace for corporate sustainability

There are multiple ways to view peace from a corporate standpoint. A final defintion is very much up to each individual Company, however, a few examples can be outlined below.

In ecology, sustainability describes how biological systems remain diverse and productive over time.
It refers to the balance of a species with the resources of its environment.

Is this a definition of PEACE?

Business sustainability is the way in which the company ensures that it exists in the future, with good relations with its stakeholders, respecting the rights of people and controlling its impact on the environment.

BUT, how we can manage good relations, respect human rights and control de impacts in a conflict contexts?

Key concepts for contributing to peace

There are certain key concepts that business will be able to leverage to tangibly contribute to peace

There are different key points that allow the confluence of support organizations in the global agenda.

Global value chains are in the center of the conversation. One iPhone depends of hundreds of providers. A boat with tuna crosses the ocean and returns with bananas. The conversation is global in social network, and the commerce is global. Peace is a global matter, that should used technology and innovative methodologies to create more fair global chain with multi stake holders.

Key concepts

- Global value chains

- Technology

- Innovation

- Business as a partner

How do these concepts transcribe to Myanmars context?
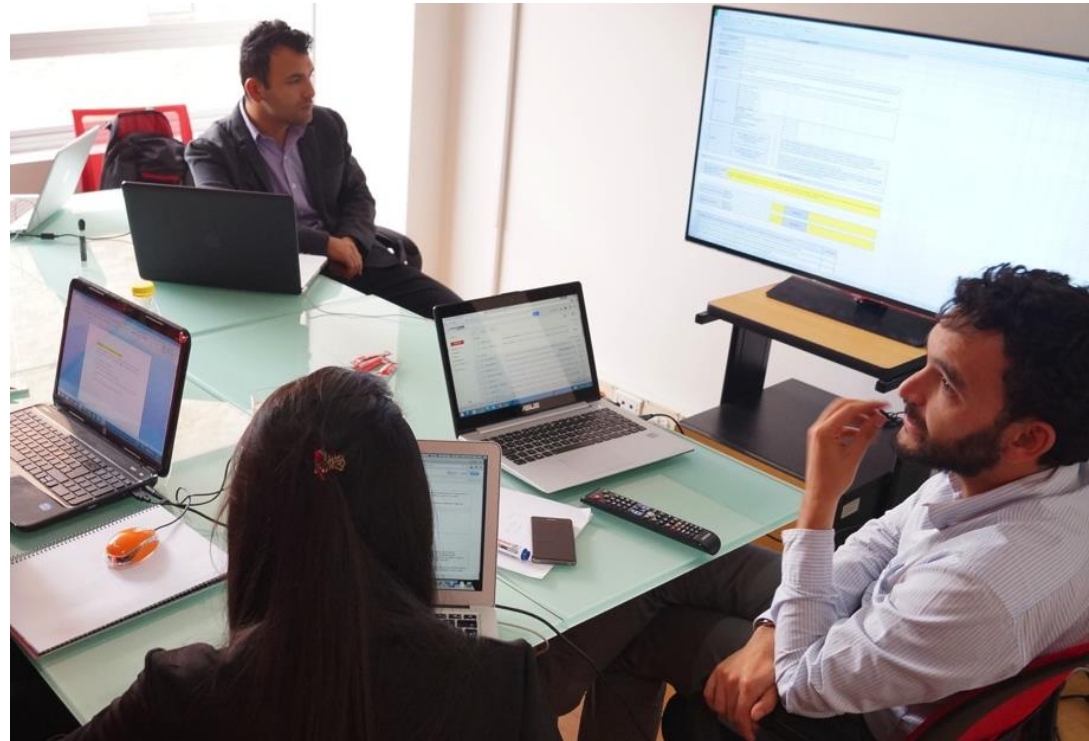
Lessons from Colombia
Part 3: Business for peace and the HS framework

Business for Peace and the HS framework
Who are we in the global agenda?

The HR framework can be broken down into four different cateogries. The mínimum base for a company to meet would be the ethics and operations base, while the preferred stage would also focus on competitiviness and strategy.

This refers to an ethic perspective of how you should do and why you can create value.

Ethics	Operations base	Competitiviness	Strategy

Minimum

Maximun
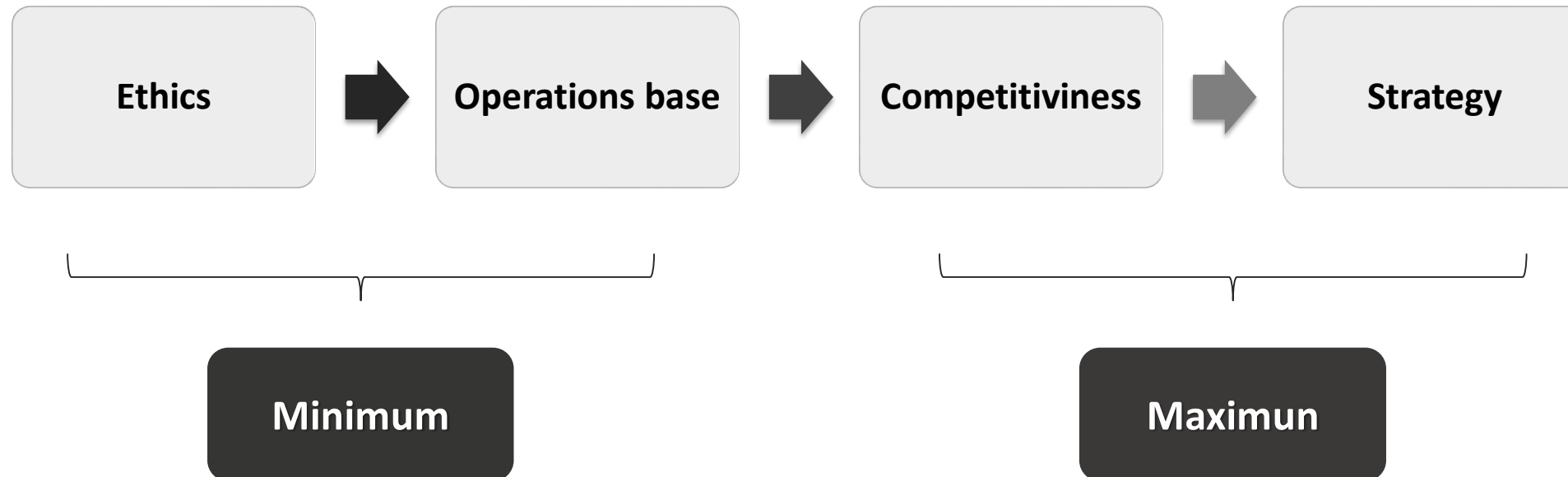
Business for Peace and the HS framework

Proposing processes and tools that enable associative governance between private, public and civil society actors

Entry points: TNCs at local level allows connection between multiple levels [of business, government, NGOs]

■ **The contribution challenge: to mobilise private sector engagement – what role for companies?**

➢ Need to mobilise and target corporate contributions

➢ Need to manage corporate impacts and potential at local level

■ **The practice challenge: encourage positive impacts,   make case for B4P**

➢ Grounded approach rooted in universal norms, provide local operational guidance

➢ Need to include learning, assessing, scale and replicate

■ **The co-operation challenge: stakeholder engagement – why it fails?**

➢ Devise new forms of association, forms of MSP

➢ Need to reconcile diverse actors and provide new forms of associative governance to address salient local issues

■ **The capacity challenge: local level interactions problematics**

➢ Need to adapt tools to make collaboration effective and to provide for shared learning

➢ Need to recognise existing resources

Business for Peace and the HS framework
The results of the framework in Colombia

The work carried out in Colombia presents new approaches to innovation and impact when it comes to understanding and intervening in the territories

Innovating socially and economically

- Cooperation alliances
- Collective research and development processes

Resets relationship between companies and communities

- Raise awareness of the need for permanent communication
- Generate spaces for the dialogue roundtables

Adds value to existing initiatives

- Value Chains
- Establish alliances between stakeholders

Impact behaviour at multiple levels:

- Local operational guidance
- Influence strategic thinking

New role for UN agencies, government and civil society working with private sector

- Recognizing the needs of the community involved in the process

Mainstreams the human security approach in terms of intervention design and management

- Need to recognise existing resources

Business for Peace and the HS framework
Key characteristics

Conditions to strengthen the possibilities of local communities to interact with companies in the framework of problem solving that contributes to peace.

The base of the HS Framework is give leverage to communities and local actors to make contributions, and be a real part of the agreement.

- Problem solving plus foundational /transformative – not development or security as usual

- Leverages common ground between companies and communities

- (Re) builds trust and sustained interaction through creating 'good partner relationship

- Universal norms combined with bottom up/local specificity

- Provides roles and commitments for each constituency – UN agencies, governments and civil society

- Value added cf. existing initiatives – counters 'concept fatigue'

- Reflects HS principles –participatory [**bottom-up]** iterative

Why Business for Peace?

What is the value-added of human security framework for public-private and multi-stakeholder partnership?

Consider the local cultural and social conditions for working together in the framework of cooperative processes between public and private entities to generate trust and shared goals.

■ Move away from binary of compliance and corporate abuse (the BHR approach) versus seeking corporate cash for development (the UN & SDG approach)

■ HS about defining and achieving goals: objectives and participatory methodology

■ New language and modality to mobilise sustainable engagement

■ New models of association based on identification of common ground, e.g. threat management, creation of shared value and leveraging relative capacities

■ Cultural/ethical focus – e.g. of shared learning

Lessons from Colombia
Part 4: Business partnerships

Business partnerships
Practical examples from the field

The project "Alianzas para la Seguridad humana" - Human security Partnership- used data, an alliance building process, an a territorial approach to work with the business sector to innovate in the way to deliver sustainable solutions (products and services).
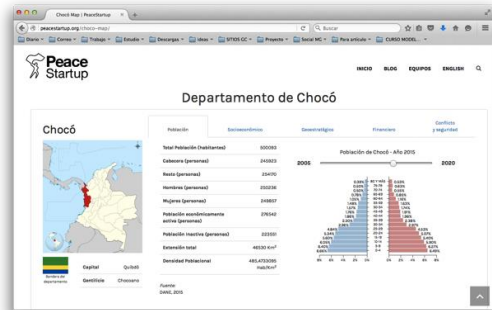
PEACEBUILDING
TECHNOLOGY
ENTREPRENEURSHIP
SUSTAINABILITY
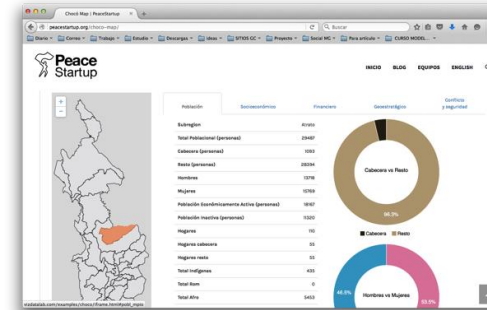
5 municipalities in post conflict context
Beneficiaries 5004 direct, 42,916 indirect

Business partnerships

Illustration of the intervention logic of the partnership for human security framework

Peace Startup

The project start align de local agendas, collecting data, dialogue with communities and institutions to build strategic alliances, that help to intervene in the territory with a sustainable solution approach.

- Measurement of effects on Human Security → **LASTING SOLUTIONS**
- Market network → **STRATEGIC INTERVENTION**
- Multi-sectoral opportunities → **STRATEGIC ALLIANCES**
- Skills Improvement → **DIALOGUE AND INSTITUTIONS**
- Triangulate and prioritize → **PERSPECTIVES AND LOCAL DATA**

Align **HS agendas** in territory

Multi-actor Plataforms
Value Chains
Entrepreneurship
Investments
Employability
Quick Impact Projects

Institutional articulation
Connectivity

Monitoring and learning

Application of the model

Business principles, processes, and tools used to apply the framework in concrete businesses

PRINCIPLES

'Lifts'

L — **Locally driven**
Context-sensitive

I — **Inclusive**
equitable participation

F — **Future oriented**
Long-term relationships, joint commitments + responsibilities

T — **Trust**
Transparency + accountability

S — **Sharing**
Goals, benefits, mutualisation of interest

PROCESSES

Mapping of participants

Consultations to
- Identify needs and risks
- Agree baseline and target objectives
- Assess capacities/available resources

Management protocols
- Entry and leaver rules
- Distribution of roles and responsibilities
- Participatory budgeting

Joint monitoring and evaluation

Review process

Guarantee and grievance process

TOOLS

Consultation methodology

Action checklist

ICT-enabled communication and information sharing

Training

Documentation

Monitoring and evaluation metrics

The HSBP Framework has 3 pillars of action and innovation

Conclusion

Addressing SDG 16 will enable you to accelerate your sustainability profile, identify and respond to unique risks, and meet increasingly stringent investor and consumer demands

Summary

- Investing in SDG 16 can provide a plethora of hidden opportunities.

- By utilizing the 10 step guide to a more peaceful society, business can make real contributions which affects wider society and ultimately leads to a more inclusive, transparent, just, and peaceful world.

- The highlighted approach can be successful because it creates shared value for consumers, business and society as a whole.

- What makes SDG 16 and peace efforts so detrimental to sustainability, because it is not simply providing aid to those in most dire need: It is finding a business solution that can create new value and bring peace and stability to regions that desperately need it.

Risks
Conflict and peace dynamics can significantly impact your entity. If ignored, significant risks will remain unchecked, which can cause major economic, reputational and social damage to your company.

Opportunity
Businesses are increasingly focusing their efforts on contributing to sustainability. By contributing to SDG 16 and leveraging it as an accelerator for other SDG's, you can utilise it as an opportunity to invest in the entirety of the 2030 Agenda.

Benefits
Taking action to address peace dynamics can protect you from possible harm to your business, improve the integrity and quality of your supply chain, increase profitability, improve investor & consumer confidence, and lead to greater access to financing and business opportunities.

Expectations
Ensuring peace and contributing to Agenda 2030 is not just a moral issue, it is of increasing importance to Governments, investors, and consumers. These stakeholders are increasingly expecting companies to have a policy position and plan, ready to address progressively larger and more complex problems.

Panel session

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