



The legacy: Project Management for Peace

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About the presenter

- ✓ Industrial Engineer MBA, GPM-M, PMP with 25 years of experience in Electrical Companies: Telecomanded electric grid, Marketing and Communications, Corporate Social Responsibility.
- ✓ Implementation and improvement of Organizational Management Systems according to ISO 9001, ISO 14001, ISO 26000, OHSAS 18001 y Argentinean Resolucion ENRE 057/2003 Public Safety for Electric Power Transmission in High and Medium Voltage (Since 2000).
- ✓ She was part of the Communication Committee and Environmental and Sustainable Development Committee of [Electricité de France \(EDF\)](#) Branch America along with colleagues from France, Brazil, Mexico and Argentina (2002-2004).
- ✓ As independent contractor, she was the Organizational System Manager [at Baresi SRL a Polyolefin Recycling Company](#) (2005-2015).
- ✓ Founder member and volunteer of [PMI Nuevo Cuyo Argentina Chapter](#) (2008-2013). Liaison of PMI Educational Foundation in PMINC (2010-2012). Council member in [PMI Global Sustainability Community of Practice](#) (2010-2012)
- ✓ Countributor member of the [PC/ISO 236 Project Committee](#): Project Management, and then ISO/TC 258 – Technical Committee: Project, Program, Portfolio Management.
- ✓ Professor of CSR and Sustainable Development at GSPM, [University for International Cooperation – UCI](#)- Costa Rica (since 2013) (in Spanish and in English) .
- ✓ [Member of the GPM Global Leadership Executive Team](#) for Latin America. Main Assesor for the GPM® y GPM-m® Certifications in Latin America and Spain (Since oct2012).
- ✓ Main contributor to the GPM PRiSM Methodology. Co-autor: The GPM® Reference Guide to Sustainability in Project Management and The GPM Global P5 Standard for Sustainability in Project Management.
- ✓ Monica can be contacted at: monica.gonzalez@greenprojectmanagement.org



Publications in PM World Journal



✓ July 2014 - PM World Journal - Featured Paper

[Green Project Management – A Case Study in Sustainability – Management of Chemical Containers for Social Good: Child Health and Nutrition](#)

✓ March 2014 - PM World Journal - Featured Paper

[Advancing Human Rights in Supply Chains through Community Engagement and Investment](#)

✓ August 2013 - PM World Journal - Featured Paper

[Aligning Projects to the United Nations Global Compact and the Global Reporting Initiative: Monitoring the Impact of Project Processes and Products on People, the Planet, and Profitability](#)

✓ March 2013 - PM World Journal - Featured Paper

[Why Become a Certified Green Project Manager® \(GPM®\)](#)

Professor of CSR and Sustainable Development



✓ Global School of PM - University for International Cooperation (Costa Rica, México, Panamá)

✓ San Buenaventura University, Cali, Colombia

✓ + 400 students (English and Spanish)

Regarding to Sustainability Challenges

“ As project, program and portfolio managers, we cannot be indifferent, quite the contrary be sensible, receptive and take **an active role**, that is, be change agents for a better world with inclusive growth, social equity and progress, between other goals. (González, 2013) ”

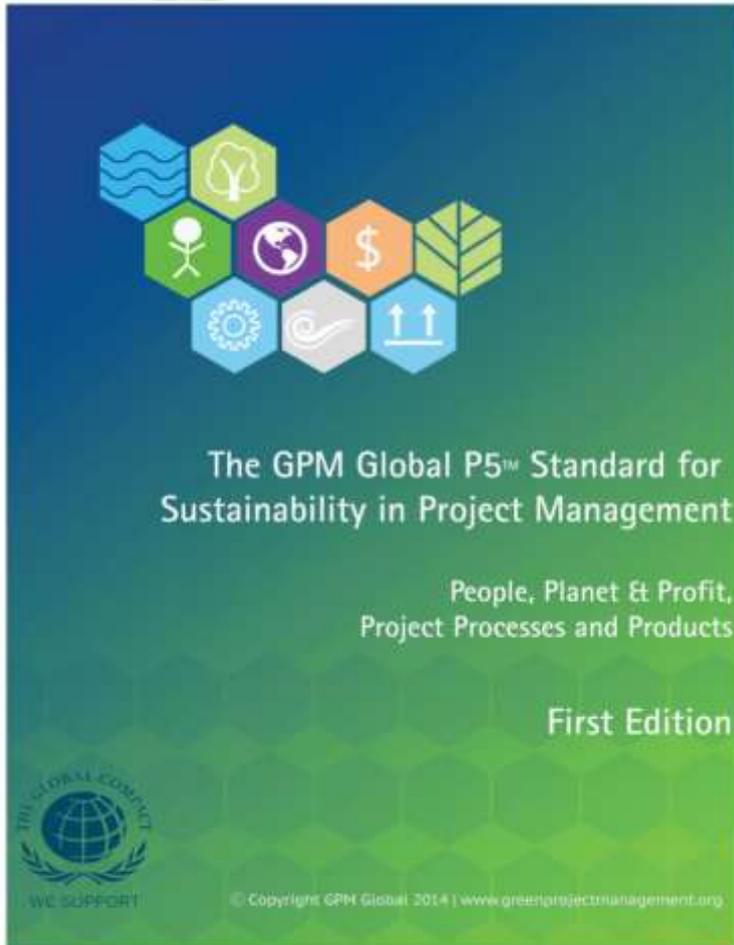
Source: <http://pmworldjournal.net/article/why-become-a-certified-green-project-manager-gpm/>

What are the impacts of our decisions on Sustainable Development Goals?



Source: 2030 UN Agenda for Sustainable Development.pdf

Brand Value and Reputation?



And much more...

Sustainability is about VALUE CREATION

✓ SOCIETAL

✓ ENVIRONMENTAL

to meet the GLOBAL NEEDS!

Download for free at
www.greenprojectmanagement.org/p5

Goal 16: Peace and Justice - Strong Institutions



How can we manifest PEACE on earth if we do not include everyone (all races, all religions, all nations, both genders) in vision of peace?

Source: <http://www.johnworldpeace.com/>

GPM Sustainability Affiliations

- **United Nations Global Compact**
 - First Project Management Professional Development Organization to become a signatory
- **United Nations PRME (Principles for Responsible Management Education) Supporting Organization**
 - One of only 14 worldwide
- **The Earth Charter Endorsers**
 - GPM founders have taken part since the initial 2001 Summit
- **UN Business for Peace Initiative**
 - GPM is a founding signatory



The Ten Principles



United Nations Global Compact

Human Rights

- Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2:** make sure that they are not complicit in human rights abuses.

Labour

- Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4:** the elimination of all forms of forced and compulsory labour;
- Principle 5:** the effective abolition of child labour; and
- Principle 6:** the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7:** Businesses should support a precautionary approach to environmental challenges;
- Principle 8:** undertake initiatives to promote greater environmental responsibility; and
- Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

Post -2015 Business Engagement Architecture

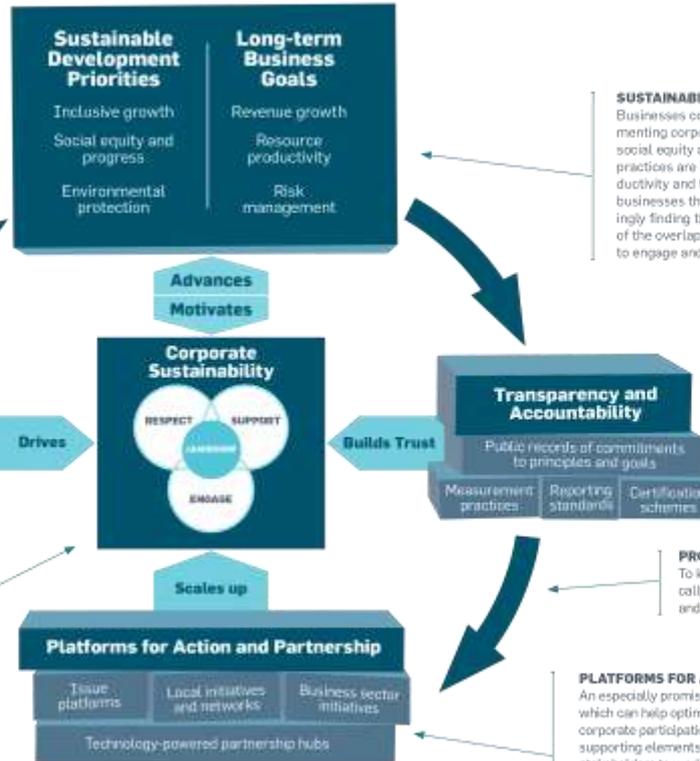
The Post-2015 Business Engagement Architecture illustrates the main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development, creating value for both business and society. Each of these building blocks must be further strengthened and connected through a comprehensive and collective effort if they are to help take corporate sustainability to scale and turn business into a truly transformative force in the Post-2015 era. Individual companies, corporate sustainability organizations, Governments, investors, business schools, civil society, labour and consumers all have a role to play in scaling up business action, and should be able to identify those areas in which they need to do more.

DRIVERS AND INCENTIVES

The "business case" for corporate action on sustainability issues has been significantly strengthened over the last decade, driven by very important developments in a number of areas. These include the strengthening of society-based drivers, reflecting changing norms and expectations for responsible business transmitted through community groups, Governments and business education initiatives, for example. Similarly, market-based drivers have been strengthened as sustainability increasingly impacts a company's ability to attract and retain customers, investors, employees and business partners. A new global development agenda provides opportunities to further enhance the interplay of drivers that are fostering enlightened business leaders genuinely motivated to formulate and implement new-era corporate sustainability strategies.

CORPORATE SUSTAINABILITY

Central to the Architecture is a new corporate sustainability philosophy and orientation rooted in three dimensions – (i) respecting universal principles; (ii) taking action to support broader UN goals; and (iii) engaging in partnerships and collective action at the global and local levels. Maximizing the business performance in these three domains will require a level of corporate leadership and governance not yet realized. This new global orientation for business also encompasses an expanded definition of corporate sustainability to mean a company's delivery of long-term value in economic, social, environmental and ethical terms.



SUSTAINABLE DEVELOPMENT GOALS AND LONG-TERM BUSINESS GOALS
Businesses contribute to the advancement of sustainable development goals by implementing corporate sustainability strategies that advance inclusive economic growth, social equity and progress, and environmental protection. Those same strategies and practices are increasingly understood to contribute to revenue growth, resource productivity and the mitigation of operational, legal and reputational risks. Consequently, businesses that integrate sustainability into their strategies and operations are increasingly finding themselves in positions of long-term strength. Enhancing this understanding of the overlap between public and private interests is key to motivating more companies to engage and take action.

TRANSPARENCY AND ACCOUNTABILITY
Building on more than a decade of experience of engaging business around UN priorities, it is clear that the Architecture must incorporate a set of robust accountability measures in order to make business commitments transparent and to ensure that progress towards them is real. The availability of public repositories for commitments, relevant standards and certification schemes, and appropriate reporting mechanisms will be important in order to transparently and accurately track progress.

PROGRESS REVIEW
To keep the Architecture dynamic and relevant, it will be important to periodically review the achievements made by the business community, identify gaps and redefine priorities and strategies with respect to all the main building blocks.

PLATFORMS FOR ACTION AND PARTNERSHIP
An especially promising component of the Architecture is the Platforms for Action and Partnership, which can help optimize and scale up corporate sustainability efforts as well as contribute to corporate participation in the broader multi-stakeholder efforts to achieve UN goals. These supporting elements include various forums and platforms that enable companies and other stakeholders to work together – by geography, sector and/or issue. Such initiatives are key to facilitating the type of partnerships and collective action without which systemic challenges cannot be overcome. Country-level sustainability networks and initiatives, are growing rapidly (the UN Global Compact now counts 100 such Local Networks and 85 WBCSD Regional Networks exist), offering compelling engagement opportunities and facilitating collective action at the local level where many sustainability challenges play out.



Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an **inclusive and sustainable global economy**.

Principle 2 | Values: We will incorporate into our academic activities and curricula the values of **global social responsibility** as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for **responsible leadership**.

Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and **impact of corporations in the creation of sustainable social, environmental and economic value**.

Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities **and to explore jointly effective approaches to meeting these challenges**.

Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on **critical issues related to global social responsibility and sustainability**.

The Earth Charter - Principles

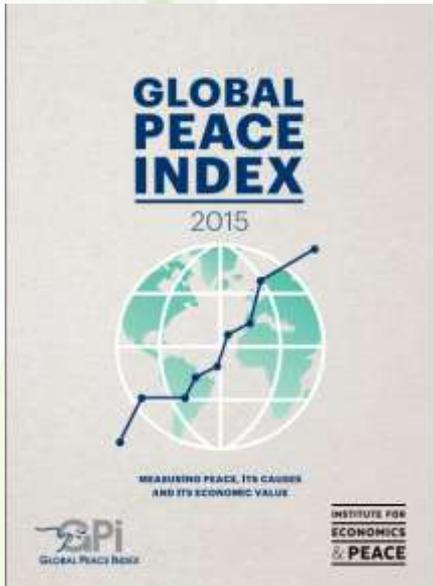
- I. RESPECT AND CARE FOR THE COMMUNITY OF LIFE
- II. ECOLOGICAL INTEGRITY
- III. SOCIAL AND ECONOMIC JUSTICE

IV. DEMOCRACY, NONVIOLENCE, AND PEACE

- 13. Strengthen democratic institutions at all levels, and provide transparency and accountability in governance, inclusive participation in decision making, and access to justice.
- 14. Integrate into formal education and life-long learning the knowledge, values, and skills needed for a sustainable way of life
- 15. Treat all living beings with respect and consideration.
- 16. Promote a culture of tolerance, nonviolence, and peace.



Measuring Peace: Global Peace Index



RANK	COUNTRY	SCORE
1	Iceland	1.148
2	Denmark	1.150
3	Austria	1.198
4	New Zealand	1.221
5	Switzerland	1.275
6	Finland	1.277
7	Canada	1.287
8	Japan	1.322
9	Australia	1.329
10	Czech Republic	1.341
156	Sudan	3.295
157	Somalia	3.307
158	Central African Republic	3.332
159	South Sudan	3.383
160	Afghanistan	3.427
161	Iraq	3.444
162	Syria	3.645

TABLE 10 KEY CONFLICT STATISTICS FOR COUNTRIES PROFILED, 2014

COUNTRY	CONFLICT-RELATED FATALITIES	TOTAL DISPLACED PERSONS ¹	INTERNALLY DISPLACED PERSONS (IDPS)	REFUGEES ORIGINATING FROM THE COUNTRY	FOREIGN REFUGEES RESIDING IN THE COUNTRY	COST OF VIOLENCE (US\$)	COST AS % OF GDP
Syria	71,667	9,550,265	6,520,800	3,029,465	149,377	\$56,736,469,736	42%
Iraq	18,489	2,330,057	1,903,943	426,114	254,215	\$152,322,962,059	31%
Yemen	3,836	337,026	334,512	2,514	245,801	\$9,951,422,174	9%
Libya	3,060	67,338	63,985	3,353	25,561	\$14,673,899,539	14%
Israel*	2,414	1,043	0	1,043	48,201	\$32,214,622,557	12%
Lebanon	360	4,238	0	4,238	1,115,988	\$6,646,573,618	8%

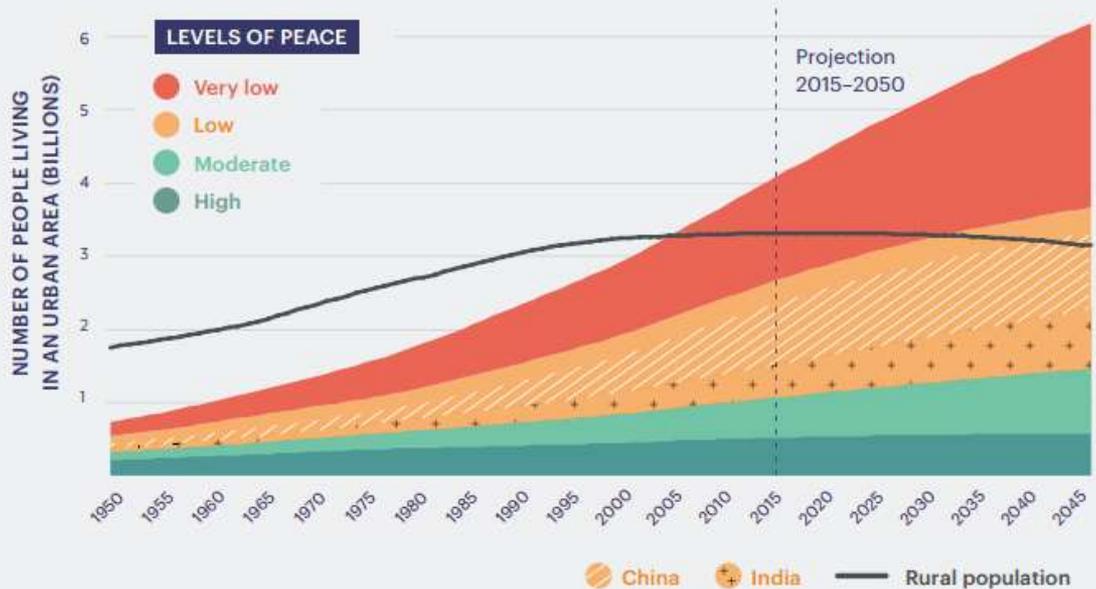
Source: Global Peace Index Report 2015_0.pdf

Global Peace Index: Trends

THE EFFECTS OF URBANISATION ON PEACE

FIGURE 3 URBAN POPULATION BY LEVEL OF PEACEFULNESS, 1950-2050

The global urban population will grow significantly in coming decades, largely in the countries that have low levels of peacefulness today.



Source: IEP and United Nations Department of Economic and Social Affairs

KEY FINDINGS

In general, higher levels of urbanization lead to **higher levels of peace** through associated developmental benefits

Source: Global Peace Index Report 2015_0.pdf

Highlights

- ❑ The economic impact of violence on the **global economy was US\$14.3 trillion in 2014, which represents 13.4 per cent of world GDP**. This is equivalent to the combined economies of Brazil, Canada, France, Germany, Spain and the United Kingdom.
- ❑ If global violence were to **decrease by ten per cent uniformly, an additional US\$1.43 trillion would effectively be added to the world economy each year**. This is more than six times the total value of Greece's bailout and loans from the International Monetary Fund (IMF), European Central Bank (ECB) and other Eurozone countries combined.
- ❑ The number of refugees and IDPs numbers has increased substantially to over 50 million, according to the Internal Displacement Monitoring Centre (IDMC), the highest number since the end of World War II. **Related costs increased by 267 percent to US\$93 billion dollars since 2008.**

Source: Global Peace Index Report 2015_0.pdf

THE FUTURE WE WANT



RIO+20

United Nations
Conference on
Sustainable
Development

Rio de Janeiro, Brazil, June 2012

“ 8. We also reaffirm the importance of freedom, **PEACE and SECURITY**, respect for all human rights, including the right to development and the right to an adequate standard of living, including the right to food, the rule of law, gender equality and women’s empowerment and the overall commitment to just and democratic societies for development. ”

Business for Peace (B4P)



Launched in September 2013 by
Secretary-General Ban Ki-moon

Identified in Forbes as one of the five
areas defining the future of CSR,

*“Business For Peace” (United Nations
Global Compact): **Will business
staples** – impact investment,
infrastructure, trade, jobs, anti-
corruption and improved quality of life
– **be enough?***



Ms. Melissa Powell
Head, Strategy & Partnerships and Business
for Peace

Peace: How Business Can Contribute

“ The United Nations will look to you to demonstrate that **responsible business is a force for good and**, when undertaken by a critical mass, can help deliver a **more sustainable, peaceful and prosperous future for all.** ”

H.E. Mr. Jan Eliasson, Deputy Secretary-General, United Nations



Building Peace, Realizing Sustainable Development

“The true business of business is to stay in business” **which requires investment in peace and stability.**

He highlighted the need to explore different kinds of **public-private collaboration** designed to address some of the significant challenges of our times; such as the rise of militant extremism and erosion of the rule of law.



23 June 2015 | New York
Mr. Ibrahim Gambari, Co-Chair, Commission
on Global Security, Justice & Governance

Corporate Responsibility

“It is this need to find common solutions to pressing challenges that drives the **corporate responsibility movement globally**. (...). The challenge before us is clear: ensuring that companies apply the principles of the Compact within their own organizations, **while enabling them to make common cause with other companies and other stakeholders is addressing global challenges and helping to meet the needs of the world’s people.**”



Mr. Ban Ki-moon, United Nations Secretary-General

https://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/Guidance_RB.pdf

Pope Francis Urges Overcoming 'Indifference' to Attain Peace



Source: http://www.nytimes.com/2016/01/02/world/europe/pope-francis-new-years-message.html?_r=0

Aligning corporate strategies with SDG-16

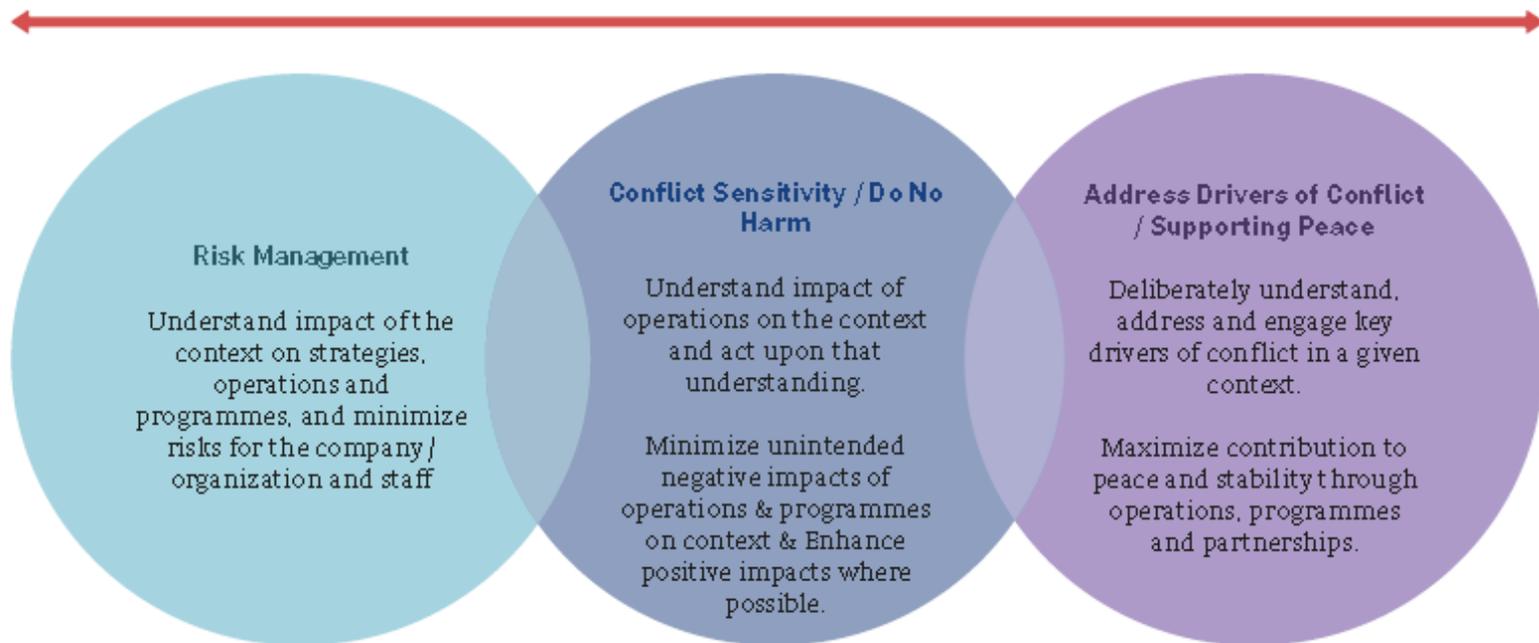
“ Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels ”

Business can be a powerful agent of change in an interconnected world where the private sector, governments and society have differentiated responsibilities but a shared interest **in stability, prosperity, peace and development.**

https://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/AdvancingSDGsPeace.pdf

Companies can make critical contributions to Peace

Spectrum of engagement with conflict affected contexts



https://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/AdvancingSDGsPeace.pdf

Case: Partnerships to Address Key Drivers of Conflict

One oil company's work in the Niger Delta, Nigeria, is one such case where the company identified key drivers of conflict – such as high unemployment and weak governance capacity – which were affecting not only its operations, but also a large number of communities. After identifying the key drivers of the conflict, **the company first negotiated a Global Memorandum of Understanding with local communities.** Recognizing, however, that resolving certain long-standing issues were beyond the capacity of the company, it **established the Foundation for Partnership Initiatives in the Niger Delta (PIND)**, which developed partnerships with Nigerian state and local governments, international donors, NGOs and communities to bring together appropriate technical expertise and state and community buy-in for programmes that addressed those problems at a regional level. In doing so, PIND has been able to address key drivers of the conflict in the Niger Delta region and contributed to a reduction in violence.

https://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/AdvancingSDGsPeace.pdf

Guidance Points



CORE BUSINESS

GOVERNMENT RELATIONS



**LOCAL
STAKEHOLDER
ENGAGEMENT**

STRATEGIC SOCIAL INVESTMENT

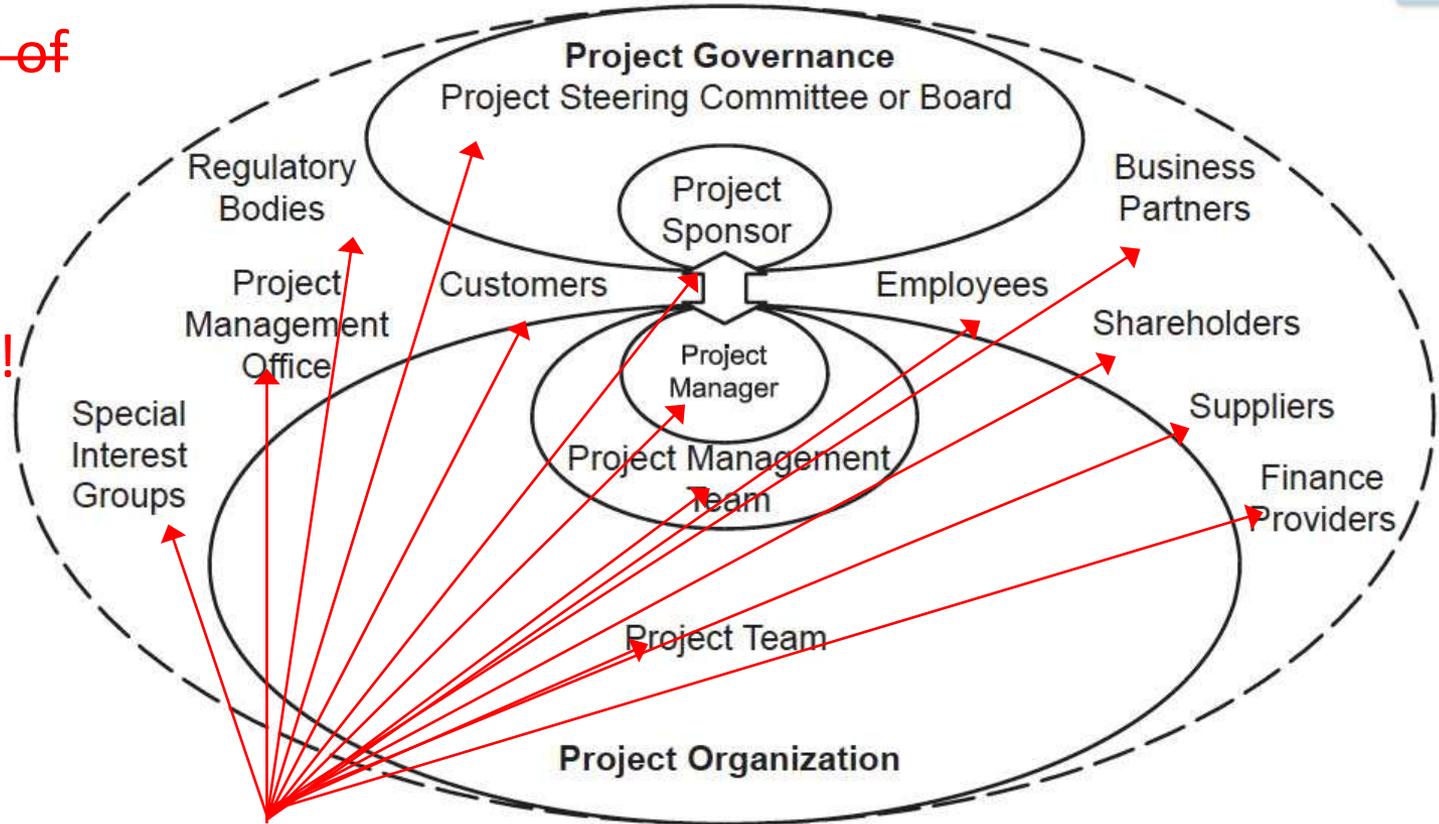
Source: https://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/AdvancingSDGsPeace.pdf

Which are the Stakeholders of Project?

Management of

Stakeholders

Engagement!!



Stakeholders

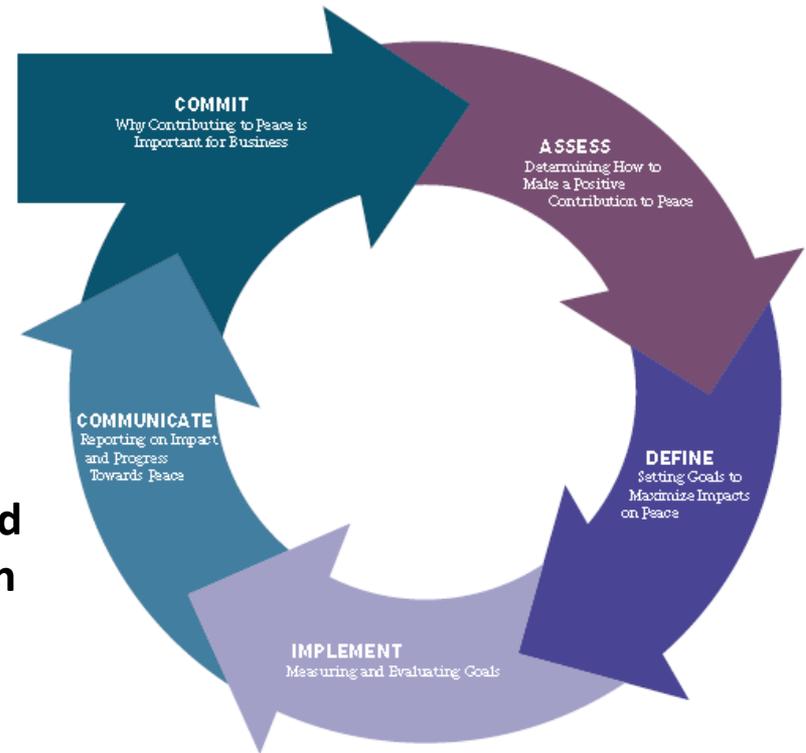
Source: GPM PRISM Practitioner course. Module Stakeholder Engagement

ISO 21500 Pg. 2 and 7

Business Contributions To PEACE

Process of implementing strategies that address key drivers of conflict and **contribute to Peace**

Contributions to peace are multi-faceted and can include a number of areas that lie within the scope of influence of the private sector, such as economic empowerment, ethnic inclusion, public private dialogue, effective Government institutions, corruption or security sector effectiveness.



Adopting and Implementing International Standards...

to Maximize Business Contributions to Peace

- UN Guiding Principles on Business and Human Rights
- Extractive Industry Transparency Initiative – EITI
- Transparency International and Social Accountability International Business Principles for Countering Bribery
- International Finance Corporation's Performance Standards and Guidance Notes
- UN Global Compact Guidance on responsible business in conflict-affected and high-risk areas
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High Risk Areas

Final Words

The SDGs offer a framework for all actors in society to advance sustainable development, PEACE and STABILITY.

https://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/AdvancingSDGsPeace.pdf

In response to questions:

- How do you think we can collaborate more as a group in order to bring benefits to both yourselves and the collective agenda? Do you have concrete suggestions?

**Work collaboratively to develop a Guide to meet
The Legacy: Project Management for Peace**

Many Thanks!

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