

Mediating Company-Community Conflicts

July 12th - 16th, 2016
Caux International Conference Centre, Switzerland

9th ICP International Summer Academy and Forum



Our partners

Academic partner:

C S M C **Chambre Suisse de Médiation Commerciale**
S K W M **Schweizer Kammer für Wirtschaftsmediation**
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ICP International Summer Academy 2016: General Information

Host Organization

The Institute for Conflict Transformation and Peacebuilding (ICP) is an independent and non-partisan non-governmental organization based in Switzerland. We are engaged in conflict transformation and peacebuilding in the public and private sector. We offer services in the following fields:

- Conflict Transformation and Dialogue Facilitation
- Training and Education
- Research and Teaching
- Awareness Raising and Public Relations



The ICP International Summer Academy and Forum 2016

With the theme “Mediating Company-Community Conflicts”, the International Summer Academy and Forum 2016 offers its participants an overview of the problems that arise due to the impact of companies setting up in complex environments. These businesses have a direct impact on communities and their habitat therefore sometimes causing complex conflictive situations locally without the political or social infrastructure to address them. Due to the absence of these structures, resulting conflicts can often not be prevented or properly addressed. The situations include complaints in property rights, protests about water use or environmental degradation, more concrete actions such as sit-ins that may escalate rapidly from the side of communities and lead to losses in costs and time managing conflicts from the company’s side. Furthermore local communities have expectations towards the industry regarding the distribution of wealth or the socioeconomic development of their region. Similarly companies have the potential to play an important stabilizing role in these complex environments and ICP would like to explore this venue. The Summer Academy will help define the axe of actions by addressing the need for company-community dialogue involving local actors, that enable a cultural-appropriate and rights-compatible process that take into



account all of the stakeholders’ (company, employees, communities, authorities, etc.) concerns, consequently providing an early-stage non-judicial and effective resolution. Inclusion plays an important role in the outcome of building sustainable company-community relationship and the mediator needs to address the necessity of an informed and

empowered civil society in order to be properly engaged in dialogue processes. It is essential to focus on the affected communities, the way in which they organize and are legitimately represented in the peace mediation process. The idea behind this focus on civil society is in the importance of capacity building and investing in insider-partial mediation, conducted by people already involved in the conflict, to some extent and thus, are better informed on the situation and easily trusted by all parties. Another crucial topic that will be highlighted during the Summer Academy is the mechanisms used in responding to grievances and tracking performances in order to manage socioeconomic impacts on communities. The importance

of building these legitimate and effective processes is firmly embedded in the mediators work.

This non-judicial approach of mediation and dialogue processes to help find common ground moving forward is practical. Hence mediators concerned with “company-community conflicts” are facing immense challenges and play a crucial role. The Summer Academy will provide insights into how mediators working under such difficult circumstances can develop strategies meeting international standards and taking into account the often complex context and conflict dynamics.

As a constructive approach to peacefully transform violent conflicts into cooperation, the importance of peace mediation has significantly increased over recent years. Peace mediation aims at preventing or transforming violent conflicts by conducting dialogue and negotiations. This way, peace mediators assist the different parties involved to overcome the burden of the conflict and guide them towards constructive, cooperative solutions for a peaceful and common future. The art of peace mediation requires patience and perseverance, as well as skills, knowledge, methodology and experience.

Interactive and participatory methods are particularly emphasized during the course, as they allow participants to fully practice what they learn, as well as sharing their knowledge and skills with other participants. Participants will have the opportunity to gain first-hand insights from international and local experts during the lectures. The workshops and mediation simulations will allow them to play the mediator role and thus improve their practical skills of

conflict transformation. Additionally, the Summer Academy and Forum is an excellent place to increase one’s personal and professional network in the cozy atmosphere of the Caux Palace Hotel.



Target Audience

- Students and scholars in peacebuilding, conflict transformation and company-community relations or related fields, or with a specific research interest in the subject;



- Current and prospective experts in the fields of conflict transformation and peacebuilding;
- Interested professionals in Corporate Social Responsibility, extractive industries, international companies operating in communities,
- Interested professionals from the following fields: conflict transformation, peacebuilding, reconciliation, mediation, communication, human rights, development cooperation, peace and conflict studies, anthropology, social sciences, intercultural and international relations;
- Persons working with NGOs, NPOs, IOs, media, academic or private and other organizations interested in conflict transformation and peacebuilding;
- Civil society representatives;
- Persons working or interested in working in company-community conflict management;
- Interested and motivated people;
- Media representatives;

Comments from last year

“Very interactive lectures, integrating the audience and participants’ experiences “

“Multi-cultural group. Excellent choice of lectures. The mediation simulation was very insightful”

Learning Approach

In 2015, the ICP Summer Academy became a Summer Academy and Forum. As a consequence of this new learning approach, experts and lecturers on the one hand, and participants on the other hand, are considered equally valuable in their contributions and inputs on peace mediation and dialogue. Both experts' and participants' interventions allow the entire group to assemble more knowledge and develop more creative ideas. The benefits of this common-learning approach are invaluable.

In order to perpetuate the group dynamics that takes place during the International Summer Academy and Forum and to keep alive this experts' network, we strongly encourage the participants to come back next year to reinforce the expertise of the network.

Learning Objectives

- Participants learn key elements about the dynamics of mediating company-community conflicts;
- Participants learn about the processes of conflict mediation and about the concepts, definitions and theories mobilized in these processes. They will examine and debate methods and approaches of conflict transformation and peacebuilding in company-community settings;
- Participants learn how to address complex circumstances and build legitimate processes in company-community conflicts
- Participants learn about developing and managing effective grievance mechanisms
- Participants acquire practical skills and applicable knowledge in the field of company-community conflict through a mediation simulation;
- The ICP International Academy and Forum is an open, interactive forum. Particular attention is paid to the exchange between the speakers, experts and participants.
- Participants have the possibility to exchange and present their own projects and cases. After their presentations, they will benefit from an interactive discussion with the group and from experts' feedback on their case.
- The ICP International Academy and Forum is an international platform for the peace, mediation and counseling scene and it contributes in paving the way for networking and future cooperation projects. Participants will be able to stay in touch with the community via our LinkedIn groups.

- The organizers are sensitive to the different cultural backgrounds, concepts and experiences of the participants; therefore the intercultural exchange is an integral part of the Summer Academy.

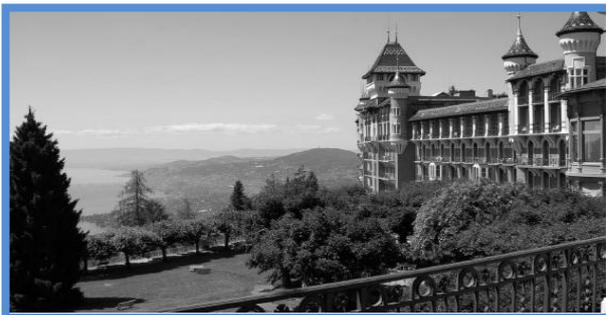
Language

Fluent English is required. Presentations, workshops and simulations will all be held in English.

Location

Looking out over Lake Geneva from an altitude of 1000 meters, the Caux centre can accommodate up to 450 people. Formerly the Caux-Palace Hotel, it became in 1946 an international meeting place, thanks to the generous contributions in time, talent and money of many volunteers.

Most bedrooms have a bathroom or shower and two beds. Bedrooms can be reached directly by phone; there is no radio or TV. There is an Internet room available for a small fee and some public parts of the building are equipped with a wireless internet access. In Caux, it can be quite chilly: you may want to bring some warm clothes. (Information from www.caux.iofc.org)



Comment from last year

“The Caux Palace is just beautiful, and a great location”

Organizational Issues

How to get there

Participants arriving by plane will most probably arrive at Geneva International Airport. From there, there is a 2-hours journey to Caux by train. As the place is situated on the mountains, you first have to take a train that goes along the shoreline of Lake Geneva until Montreux and, second, you have to take a small train that goes up the hill to Caux. If you are coming from a different destination, just make sure you get to Montreux and change the train there. The train from Montreux to Caux only runs once an hour, so check the timetable to be sure you get it.

For more information on train connections and timetables check the website of the [Swiss Railway Company](#).

Once you get to Caux, the Conference Center is situated just across the street. It is a huge castle-like hotel. You cannot miss it!

Just in case, here is the [google map itinerary](#).

The ICP team will be waiting for you in the lobby of the hotel, where you can directly meet us at your arrival.

Food

Breakfast, lunch and dinner are excluded from the participation fee. However, if you arrange accommodation for yourself in the Caux Palace, it is all inclusive.

The meals will be served at the conference centre at the following hours:

Breakfast: 08.00 – 08.45

Lunch: 12.30 – 13.30

Dinner: 18.30 – 19.30

Accommodation

Accommodation is excluded from the participation fee. Participants can choose accommodation on site in the Caux Palace, where they are assigned a room upon arrival. Most bedrooms have a bathroom or shower and two beds, and participants may be asked to share rooms. Please indicate on the application form if you particularly require a single room. Conversely, participants can choose accommodation in Montreux (approximately 20 minutes by train between Montreux and Caux).

In order to book all inclusive accommodation in the Caux Palace, please register directly on https://application.caux.iofc.org/en/online_applications/new.

For alternative accommodation options in Montreux, please visit <http://www.montreuxriviera.com/en/accommodation>.

Certificate

The participants receive certificates of participation for attending at least 80% of the program.

Useful numbers

Pascal Gemperli	+41 78 892 85 82
Police	117
Ambulance	144

Community Life

A special characteristic of the Caux conferences is the internal communal life. Participants are invited to join communities of between 12 and 20 people which are both interactive discussion groups and teams which participate in the practical tasks of the house.



Comment from last year

“This was really transformative and inspiring for me. I have learnt a lot and met fantastic people”

Program Overview of the 2016 International Summer Academy and Forum

Time	Tuesday 12th July 2016	Wednesday 13th July 2016	Thursday 14th July 2016	Friday 15th July 2016	Saturday 16th July 2016
8:00 8:45		Breakfast			
9:00 9:15		Participants' debriefing: how did the previous day impact my perspective and practice of mediation?			
9:15 12:30	Arrival	Mediating Mining Conflicts in Morocco RAZDED (dialogue facilitator), MANAGEM (extracting company), ICP (mediation support)	<i>Joint Panel with IofC Conference : About Just Governance for Human Security</i> A Tale of Two Dams : mediating With Ancestral Issues Mia Theresa Quiaoit-Corpus, Executive Director for the Conflict Resolution Group Foundation	Introduction to the non-judicial grievance mechanisms landscape : Where does dialogue process fit and how can it contribute to effective remedy? Sarah Daitch, Program Manager at ACCESS Facility	<i>Joint Panel with IofC Conference : About Just Governance for Human Security</i> Round Table : Beyond Remedy – measuring the impact of company-community mediation processes in fragile environments
12:30 13:30	Registration	Lunch			
13:30 17:00	Welcome and Introduction	Company-Community Mediation cases from participants: Inputs and experience. <i>Peer supervision and coaching</i>	Continuation of A Tale of Two Dams : mediating With Ancestral Issues	Oil & gas and indigenous people in the Equator-Peru Amazon neighbours. Lessons from two cases. Antonio Bernales, Executive Director at FuturoSostenible	13:30 – 15:00 Wrap –up Evaluation Certificates
	Get to know each other and team-building activities	16:00 – 17:00 Exploring a Trust Fund to promote company-community dialogue	World Café on selected themes from company-community mediation		
	16:45 - 18:00 <i>An introduction to Caux</i>	Santiago Porto, Associate Consultant for PeaceNexus Foundation			
18:30 19:30	Dinner				
20:15		Social event		Moving Forward in the Aguan : From Violence to Shared Vision	Departure
21:15				Participants' projects and ideas. Informal presentation	

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Mediating Mining Conflicts in Morocco with **Abderahim Chaid**, President of RAZDED (Dialogue Facilitator), **Abdellatif Kissami**, Director Corporate Social Responsibility, MANAGEM (Extracting company), **Pascal Gemperli**, Co-director, ICP (Mediation support).

In this session, the case of the Imiter silver mine mediation will be presented. Social revolts are ongoing since the mid 90's regarding wealth distribution, employment, environmental issues and socio-economic development of the region where the mine is located. After further escalation as of 2010, the NGO network RAZDED established contacts with relevant actors in order to initiate a societal dialogue process on the conflict issues.

In 2012, an agreement regarding the socio-economic development and related programs could be signed by most of the involved actors. Since then, some consider the conflict as solved, others as ongoing. In this session, we are going to see the past and the present of the situation as well as the dialogue process was designed and implemented and what the lessons learned as well as the pitfalls are for such an understanding.

Company-Community Mediation cases presented by the participants: inputs and experience. Peer support and coaching.

Some participants agreed, upon registration, to present their own cases, projects or experience to the whole group. They describe and explain their case to the audience, then open the discussion on questions and recommendations that arise on their case.

Presenters benefit from peer support and coaching from the experts of the Summer Academy and Forum.

Exploring a Trust Fund to promote community-company dialogue with **Santiago PORTO**, Associate Consultant at Peace Nexus Foundation.

The development of a Trust Fund aims to address how to create conditions for real participation, constructive dialogue, accountability and problem-solving in situations of low trust and high power asymmetries between companies and affected communities in environments with weak regulatory frameworks. Such a Fund may contribute to creating

these conditions by empowering affected communities and allied civil society organizations through funding and technical support so that they have the skill, knowledge and capacity to engage, monitor, negotiate and co-create solutions on a more equal footing with industry actors.

In this lecture, the main ideas of the Trust Fund will be discussed. In particular, how this multi-donor funding mechanisms, including mostly company donors, can address the challenge of drawing on company funding while respecting a transparent and credible process that builds trust between all parties involved.

A Tale of Two Dams: Dealing with Issues of Ancestral Domain with **Mia Theresa Corpus**, Executive Director, The Conflict Resolution Group Foundation

Since 1952, the Ibaloi, an ethnic minority group in the northern uplands of the Philippines, has waged a persistent but losing struggle for their rights over their ancestral land after being displaced with the construction of two hydroelectric dams by the government-owned National Power Corporation (NPC). Hundreds of Ibaloi families lost their homes and risked their lives in the name of national development, and their fervent wish was to be heard.

This finally became a reality six decades later, when both the corporation and the community, together with their local government leaders, took the time to learn how to genuinely talk and listen to one another. The lecture will offer an opportunity for participants to experience the significant components of the dialogue process through role-play cases and exercises. It aims to introduce one to the Values-based mediation process designed by the CoRe Group Foundation.

World Café on selected themes from company-community mediation

The "World Café" is a structured conversational process intended to facilitate open and intimate discussion, and link ideas within a larger group to access the "collective intelligence" or collective wisdom in the room. Participants move between a series of tables where they continue the discussion in response to a set of questions, which are predetermined and focused on the specific goals of each World Café. A café ambience is created in order to facilitate conversation and represent a third place

The aim of this World Café is to exchange knowledge, ideas and practices on specific mediation topic during an informal period in little discussion groups.

Introduction to the non-judicial grievance mechanisms landscape: Where does dialogue process fit and how can it contribute to effective remedy ? with **Sarah Daitch**, Program Manager at *ACCESS Facility*.

This workshop will introduce the landscape of non-judicial grievance mechanisms at the project, industry, multi-industry, national, regional and international level. Through a set of preparatory case readings, a lecture, and an interactive small group activity, participants will address the question: what makes a non-judicial grievance mechanism effective in practice? Participants will learn about the ACCESS database and interactive tool to navigate non-judicial grievance mechanisms.

Prior to the workshop, participants will prepare for an activity in small groups analyzing cases drawn from three distinct mechanisms. Cases offer valuable insights into challenges and benefits of effective company-community grievance mechanisms.

Participants will explore the question: how do we know when a grievance mechanism is working? Participants will come away from the workshop with an understanding of where dialogue based processes fit into the non-judicial grievance mechanism landscape, and gain insight into whether these processes can contribute to effective remedy.

Cases will include:

1. Organization for Economic Cooperation and Development - Norwegian National Contact Point (NCP) and Forum and Friends of the Earth Norway. Two Norwegian non-governmental organizations filed a joint complaint to the Norwegian NCP in May 2009 about the fish farming group Cermaq.
2. Fair Food Program - Social responsibility agreement, Florida, Tomato growers exchange and coalition of Immokalee workers (2011).
3. World Bank Group (IFC and MIGA) - Compliance Advisor Ombudsman (CAO). Ambuklao-Binga Hydroelectric: Building Company/Community dialogue in the Philippines (2008).

Oil & gas and Indigenous People in the Equator-Peru Amazon neighbors. Lessons from two cases with **Antonio Bernales**, Executive Director at *Futuro Sostenible*

The frontier for exploration of oil & gas in the Amazon basin has expanded considerably to more remote areas in Peru. Neighboring Equator have been for decades an oil exporting country.

The seminar focus in presenting two conflicts between a transnational company with two different Indigenous Population and situations. Both cases were related to explore the rights conceded by governments on the 1990. The lecture will present briefly key elements in a comparative manner of the conflict dynamics, institutional settings, Indigenous People perspectives, process design and innovative approaches to establish processes of dialogue. It will analyze their outcomes and emerging challenges and opportunities for the parties, institutions and the facilitation in the generation of new standards and better governance.

The lecturer has participated as facilitator in both cases.

Moving Forward in the Aguan : From Violence to Shared Vision

The Bajo Aguan Valley of Honduras has long been the center of agrarian conflict and mirrors the country's wider struggle over land, natural resources, impunity, and inclusive development. The country's biggest palm oil producer, Grupo Dinant, found itself in conflict with the campesino movement on a series of land and security issues. The conflict escalated in the wake of the 2009 coup, resulting in human rights violations and deaths of local farmers, as well as Dinant's own security guards. The immense complexity of the conflict has presented an opportunity for affected parties to address community-company operational issues through adapting better engagement practices, while also acknowledging root structural issues, including land tenure conflict, impunity and inclusive regional development, led by the State. This work resulted in a Joint Roadmap process. The Roadmap process - led by the Honduran government, with international cooperant support –seeks to transform a region impacted by violent land conflict toward a shared vision for human rights, justice and socio-economic prosperity in the Bajo Aguan. The lead facilitator on the team doing this work, Merrick Hoben of the Consensus Building Institute, has collaborated with Sarah Daitch to prepare this workshop for the Summer Academy. Ideas from our discussion will be shared with Merrick as he continues to work on this case.

This interactive workshop will ask participants to put themselves in the shoes of the mediator for the Bajo Aguan case, which has been underway for nearly two years and continues to move forward. The workshop poses a set of practice dilemmas and opportunities for participants to brainstorm on the process to date and how to address challenges ahead. The aim of this workshop is for participants to consider what to do when there is an intersection between problem solving and sovereign engagement. How can both be brought together to contribute to peace and prosperity? Participants will consider what the responsibilities of the company are, as compared to the responsibilities of the state, exploring what conditions are necessary to work constructively with the parties.

Beyond remedy – measuring the impact of company-community mediation processes in fragile environments

Participants are invited to engage in a dialogue as part of the final round table, exploring the role of mediation and dialogue processes on achieving effective remedy for community members adversely affected by company operations. ACCESS Facility will circulate a background paper to all participants at the introduction to the academy, which builds on discussions ACCESS and its Community of Practice of dialogue facilitators has been engaged in for some years, on how problem solving processes can be measured and tracked, and the extent to which these processes are contributing to remedy. This interactive dialogue amongst mediators and participants will consider how to measure the impact of problem solving processes in fragile environments addressing questions such as – how have the impacts of dialogue been measured to date? To what extent are communities involved? Are dialogue and problem solving processes contributing to better livelihood outcomes? If so, how would you measure this?

The ICP International Summer Academy History

The first international ICP Summer Academy took place in July 2008 in Berne. It was centered on methods of conflict transformation and peacebuilding and their application in various professional contexts. The annual theme of the 2nd Summer Academy in July 2009 was “Conflict and Culture”. In 2010, the Academy focused on Political Means for Non-Violent Conflict Transformation, and in 2011, we discussed aspects of Project Management and Evaluation in the field of peacebuilding. For the first time in 2012, we approached conflict transformation from a geographical and political perspective under the main theme of the Arab Uprisings. In 2013, we focused on the peace processes and mediation in the South Caucasus Region, particularly in Armenia and Azerbaijan. The 2014 edition, titled “Peace Mediation: From Conflict to Cooperation”, offered its participants a complete overview of the methods and approaches to conflict transformation and a broad range of tools for mediation. Last year, the 2015 edition on “Peace Mediation and Dialogue in North Africa and Sahel” focused on a geographical area providing participants with the possibility to develop useful approaches for that specific region.

The event has triggered great interest – approximately 40 people participate in our Summer Academy every year. The evaluation results show that participants have been particularly satisfied with the quality of contents and the professional competence of the lecturers and workshop instructors. The participants could take advantage of the Summer Academy on a personal and a professional level and appreciated its theory- and practice-oriented approach. Evaluation results also show that the event is a useful platform for networking and meeting like-minded people from different professional and academic fields.

Registration Form

For online registration visit: <http://www.iicp.ch/content/summer-academy-registration>

10% discount for ICP network members

Prices exclude accommodation and meals

Registration deadline: XXX, limited number of participants

Price for persons under 25 years old

- Registration and payment **before** April 30th 2016: 590 CHF / 590 € (excl. board and lodging)
 Registration and payment **after** April 30th 2016: 790 CHF / 790 € (excl. board and lodging)

Price for persons over 25 years old

- Registration and payment **before** April 30th 2016: 790 CHF / 790 € (excl. board and lodging)
 Registration and payment **after** April 30th 2016: 990 CHF / 990 € (excl. board and lodging)

Mother tongue: D F E others: _____

Sex: m f

Arrival: Day: _____ Time: _____ Train Car Plane

Departure: Day: _____ Time: _____

- I propose to present a case or project that I work on and related to the annual theme. Upon request, I will provide the following documents: 1. an abstract of my project 2. open questions about my project that will be discussed with the group 3. a curriculum vitae.**

Name, First name

Profession

Street, Number

Zip, City, Country

Telephone

E-Mail

Date of birth

Date, Signature

Please send your registration to:

ICP Switzerland, Brume 2, CH-1110 Morges, Switzerland or to summer@institute-icp.ch.

The host organization keeps the right to cancel or reschedule the event in case of few registrations.

The complete course fee will be reimbursed in case the course is cancelled.

Contact

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CHF-Account

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BIC POFICHBEXXX