



*Private Companies: Post-conflict and Peace-building Main Partner*



# PRIVATE COMPANIES: POST-CONFLICT AND PEACE-BUILDING MAIN PARTNER



Empresa privada: principal socio en el posconflicto y la construcción de paz

Empresa privada: principal sócio no pós-conflito e a construção de paz

RECIBIDO: 20 DE NOVIEMBRE DE 2015

EVALUADO: 12 DE FEBRERO DE 2016

APROBADO: 30 DE MARZO DE 2016

Julio Alfonso González Mendoza

(Colombia)

Magíster en Planeación

Doctor en Educación (c)

Universidad Francisco de Paula Santander

[alfonsogonzalez@ufps.edu.co](mailto:alfonsogonzalez@ufps.edu.co)

en

## ABSTRACT

This paper is a reflection on the role private companies have in a post-conflict scenario and peace-building in Colombia and on the mechanisms there are to carry it out. The methodology used is documentary, based on the reflection of the eclectic theory of peace-building. The main results indicate that private companies play a key role within the process of peace-building. Entrepreneurs understand that a country without wars improves the possibilities for doing business and that there are legal and organizational tools to effectively contribute to this development, such as Business Social Responsibility, strategic alliances with the government, and as peace financial backer. However, the majority of the private sector are not familiar with these instruments and for this reason, their performance cannot be the ideal one. To conclude, private companies are essential actors of peace-building, but it is necessary to unite forces with other actors of society for it to work out

es

## RESUMEN

El objetivo de este trabajo es desarrollar una reflexión sobre el papel de la empresa privada en el posconflicto, la construcción de paz en Colombia y los mecanismos que tiene para desempeñarlo. La metodología utilizada es documental y toma como eje fundamental la teoría ecléctica de construcción de paz. Los principales resultados señalan que la empresa privada tiene un papel clave en el proceso de construcción de paz, los empresarios entienden que un país sin guerra mejora las posibilidades de negocios y que para contribuir efectivamente a su desarrollo existen herramientas jurídicas y organizacionales, como la responsabilidad social empresarial, las alianzas estratégicas con el Gobierno y como financiadora de paz. Sin embargo, gran parte del sector privado desconoce estos instrumentos y por tanto su desempeño no puede ser el ideal. Se concluye que la empresa privada es un actor fundamental en la construcción de paz, pero para su cabal desempeño se requiere cohesionar sus esfuerzos con los de otros actores de la sociedad.

por

## RESUMO

O objetivo deste trabalho é desenvolver uma reflexão acerca do papel da empresa privada o pós-conflito e a construção de paz na Colômbia e sobre os mecanismos que tem para desempenhá-lo. A metodologia utilizada é documental e toma como eixo fundamental de reflexão a teoria de eclética de construção de paz. Os principais resultados assinalam que a empresa privada tem um papel chave no processo de construção de paz, os empresários entendem que um país sem guerra melhora as possibilidades de negócios e que para contribuir efetivamente ao seu desenvolvimento existem ferramentas jurídicas e organizacionais como a Responsabilidade Social Empresarial, Alianças estratégicas com o governo e como financiadora de paz. Porém grande parte de sector privado desconhece stes instrumentos e por tanto o seu desempenho não pode ser o ideal. Conclui-se que a empresa privada é um ator fundamental na construção de paz mas para o seu cabal desempenho requer-se unir os seus esforços com os de outros atores da sociedade.

**Keywords:** Peace-building, private companies, peace-building tools. **Palabras clave:** Construcción de paz, empresa privada, herramientas de construcción de paz. **Palavras chave:** Construção de paz, empresa privada, ferramentas de construção de paz.

*PARA CITAR ESTE ARTÍCULO / TO CITE THIS ARTICLE / PARA CITAR ESTE ARTIGO:*

González Mendoza, J. A. (2016). Empresa privada: principal socio en el posconflicto y la construcción de paz. *Panorama*, 10(18) pp. 84-92.

## ***INTRODUCTION***

“There are no successful enterprises in impaired communities” (Drucker, 2002. p.94), is a premise understood by Colombian entrepreneurs and therefore they know how necessary it is to resolve armed conflict in order to find favorable underlying conditions that permit the developing of sustainable and prosperous business. The productive sector is aware that its contribution is valued to post-conflict stage and to peace-building, but not all know the mechanisms to link up effectively. The objective of this paper is to reflect upon the role of the private enterprise in the process of post-conflict and peace-building in Colombia as well as on the tools available to articulate their efforts along with the State and all the other actors in society.

For the development of this subject, initially different peace-building perspectives will be contextualized, namely: 1) minimalist, defined as the process of repairing the damage of the war, assist victims and rebuilding infrastructure, 2)maximalist, which believes that peace-building not only is to fix the damage, but there is also a need to solve the social structures that give rise to the causes of the conflict, and 3) eclectic, that peace-building should be started before the cessation of hostilities and culminate when the society has recovered from the physical damage caused in the course of the conflict, has learned to play along with new social, political and economic rules and has healed her individual and collective wounds.

Hereunder, the enterprise role in post-conflict and peace-building will be explained, and various positions will be analyzed: 1) the private enterprise

as perpetrators of the conflict, according to which, due to their actions, wealth is held by a few, situation which generates social inequality, the main cause of the conflict; 2) the enterprise as generator of employment and opportunities, like that more than 90% of it is generated by the private sector, and 3) the enterprise as a victim; which explains that the most harmed has been this very sector, due to extortion and to the uncertainty of the environment which implies competitive disadvantage compared to its peers from other countries.

Finally, we will examine the most important tools entrepreneurs have to involve in the process: 1) as sponsor of peace, 2) establishing alliances with State and with national and international organizations to channel resources, experiences and ideas, and, 3) exercising corporate social responsibility.

The main conclusion if this reflection indicates that for any of the prospects the enterprise has a fundamental role to peace-building, she is aware of it and wants to help but not all of her employees know how to.

## ***THE ROLE OF PRIVATE ENTERPRISES***

When treating the subject of peace in Colombia, we find it has been explained and analyzed recursively by a number of theorists from different perspectives, to the point that it is believed that doing one more study concerning the subject goes no further as a statement of intent since the entire Colombian population has lived most of their lives, if not their entire lives, under these conditions and,

perhaps, collective imaginations only know of this form of social coexistence.

To reach peace may sound bizarre and utopian, since this conflict has been carried for over fifty years, the longest in modern times, and has left a tragic balance not only in terms of lives but also when it comes to development, education, opportunity and frustrated dreams of a generation; however, it is necessary to think that there is no conflict that cannot be resolved, and that any strategy or action undertaken might prove relevant if they can contribute to peace-building.

A definitive end to the conflict means entering a stage on which certain issues must be resolved, these that give rise to confrontation, where both State and civil society should be doing their best to establish sufficiently effective rules of the game that can be accepted by all parts. "The post-conflict is the period of time that follows by total or partial overcoming of armed conflict" (Universidad del Rosario, 2014. p. 1), "it is that period of time that begins with cessation of hostilities between the previously warring parts" (Rettberg, 2003. p. 20), in which structural issues are solved within society so as to guarantee the non-repetition of the conflict.

The State's efforts are not enough to solve all the problems, so it is necessary the active participation of the different actors of society that provide resources, ideas and experiences in a coordinated and articulated way (Garzón, Parra and Pineda, 2003). Support is not only the supply of goods and services, but above all it consists of an ethical and humanitarian action that does not discriminate against those who receive it and that claims for equality among human beings.

This logic of establishing rules of the game that society accepts and which allow to eliminate differences is known as "peace-building", defined by the ONU (1992) as a set of "measures destined to identify and support structures which will tend to strengthen and solidify peace in order to avoid a relapse into conflict" (p. 6). During this peace-building period society establishes a set of policies, strategies and actions towards the strengthening of the social, economic and political structures and in this way prevents and resolves conflicts accurately without resorting to the use of violence.

### *PEACE-BUILDING PERSPECTIVE*

Any of the prospects of conflict requires determined and coordinated actions from various social actors in order to eradicate the causes of confrontation and make society accept and comply with the new rules of the game and prevent differences of thinking and social imaginaries which are the origin of new clashes.

As axis of reflection on the role of private enterprise in the framework of post-conflict and peace-building, in this paper the eclectic perspective will be assumed since it takes valid suppositions out of the other two perspectives and extends for a period ranging from before the end of the conflict and ending when society accepts the new social rules, which allows a wide discussion and reflection specially if one takes into account that peace-building actions will only show some results in the medium to long term.

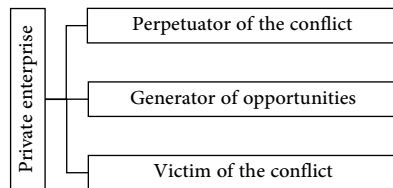
### *THE ROLE OF THE PRIVATE ENTERPRISE*

The effort for peace-building is not only responsibility of the protagonists in the armed conflict, but it involves civil society understood as:

the set of voluntary associations that are not part of the State and yet exert some form of social power, political parties, citizen movements, media, private enterprise, guilds, unions, churches and NGOs (Program of the United Nations for development [UNDP], 2003, p. 447).

The role of private enterprise as part of civil society in conflict, post-conflict and peace-building was the subject of various studies and controversies, of which three visions stand out: 1) their actions may generate greater escalation and intensity in the conflict, and therefore is seen as one of its causes (Swearingen, 2010; Robinson, 2013); 2) private enterprise, specially the local, is essential for job creation and entrepreneurship opportunities, therefore, should be treated as a main actor (Prandi and Lozano, 2010), and 3) the company is victim of the conflict and the most adversely affected as a result of war (National Association of Industrialists of Colombia, International Council of Swedish industry, and Ideas for Peace Foundation, 2014) (Figure 1).

Figure 1. Private enterprise in the conflict approaches.



The first perception considers the private enterprise as a key factor when it comes to the generation and perpetuation of conflict and this is because it concentrates power and wealth in very few hands as well as it generates social inequities that are main cause to the conflict (Swearingen, 2010),

aggravated by circumstances of the democracy system which ensures halfway the perpetuation of social elites in power (Robinson, 2013). Any information that could corroborate this position shows that Colombia is one of the region's countries with higher growth and development in recent years (World Bank, 2014); but, in contrast, is one with a very high level of social inequality (UNDP, 2014) and high numbers of unemployment (Economic Commission for Latin America and the Caribbean [ECLAC], 2014a).

Another situation is that guerrillas or armed groups outside the law are financed through the so-called vaccines or contributions from companies in exchange for allowing their operations and for avoiding any affectation to their infrastructures (Swearingen, 2010). The financial contribution is thus fuel to the conflict, although it is known that it is usually done under attack threats on infrastructure, human resources and to productive chain.

From this point of view the enterprise can help building peace by strengthening social responsibility actions and giving back to society part of profits as compensation for allowing the exploitation of an economic activity. On his behalf, the State must generate social inclusion policies in which wealth and development will reach all citizens and eliminate the causes of the conflict.

The second vision identifies the enterprise with a potential role in peace-building, particularly from local, as a generator of employment opportunities and entrepreneurship for people with less opportunities, demobilized and war victims (Prandi and Lozano, 2010).

Colombia is perhaps the only country in the world whose emergent economy and business structures are solid despite her internal war, to the point of being Latin America's third economy (ECLAC, 2014a), with presence of large foreign and local multinational companies, many of them counting more employees than the entirety of the guerrillas (Ideas for Peace Foundation, 2015). These conditions make believe that GDP could multiply by two once a cease-fire is achieved (Schippa, 2010). For example, if by the year 2014 the country's economy had grown 8.4%, it would be one of the fastest growing economies in the world.

Employment in Colombia is produced by informal sector rating 49%, while the private enterprise does 42.8% and the public sector 8.2% (Guevara, 2003), i.e. employment opportunities are 91.8% generated by the private sector. From this point of view private enterprise is the main partner of peace-building, which generates employment and opportunities especially in the local, where people do not have appropriate spaces for their performance in State institutions.

Other ways to create opportunities and actions for peace-building include taking advantage of the experience of large companies landing their advice to productive projects, sponsorship of SMEs, the generation of internships or practicums and the purchase of products or services (UNDP, 2006) to those micro-enterprises or family companies arising from the peace process and that can become, in addition, generators of employment for demobilized.

The third vision is to see the enterprise as a victim, who is forced to pay extortion, and blackmailed to be able to work and market goods and services in

certain territories under the aggravating circumstance that the organizations prefer not to report, since the cost can be much higher in terms of economic, security and subsequent retaliations by members of the armed groups (National Association of Industrialists of Colombia, International Council of Swedish Industry and the Ideas for Peace Foundation, 2014). The enterprise is also victim when it must cope with economic losses because of low productivity caused by damage to road, power and communication infrastructure. "To operate in a setting in which saturation of violence represents substantial and real costs that society is forced to assume" (Álvarez and Rettberg, 2008, p. 32).

If it could be documented what the private sector loses because of armed conflict and what it would gain if there was peace, organizations looking out for their own interests would prefer to invest time and money in the process of peace-building, rather than enduring the market uncertainty, the devastation of resources affecting trade and exchange of goods and services (Rettberg, 2010). By these considerations, the private company becomes the main strategic partner of the society and the Government in the framework of the aforementioned process.

All three prospects demand that private enterprise should be considered as an influential actor on the stage of post-conflict and peace-building, so that it contributes to the creation of plausible scenarios for the country's economic development and social stability, understanding that it is not a solely responsible and that their isolated efforts cannot deliver outcomes as required, so it is necessary to bring forth strong ties with the State, armed groups, national and international agencies that

foster an understanding and enable and efficient playing of its role.

## ***TOOLBOX OF PRIVATE ENTERPRISE FOR PEACE- BUILDING***

Private sector knows that the conditions of the economy could get very favorable in a country that is stable, secure and at peace, where the business opportunities could multiply. Companies understand the role they must play, but they ignore and mistrust a series of tools thought to contribute to the process and fear that this responsibility ends in its entirety with the consequential economic and political costs (Velazco, 2006). Therefore, in this section we reflect about the instruments that the entrepreneur has and that enable him or her to participate in a complex process, in which civil society should be committed.

Literature gives an account of three instruments through which the private sector can participate actively in social construction: 1) as financier of peace-building and post-conflict given its economic capacity (Kolk and Lenfant, 2013); 2) through strategic partnerships with the State and other national or multinational companies using its credibility, leadership, experience and capacity carrying out actions that transcend society (Abramov, 2010), and 3) through corporate social responsibility as ethical and moral consideration to society by allowing their actions (Jiménez, 2006).

As financier of peace-building, the most expeditious and speedy way is through the payment of taxes, since the economic effort, ultimately, would represent a necessary investment to expand

business and have greater likelihood of economic upswing. Employers would be willing to pay some additional duty or to explore a tax reform in order to achieve the purpose of peace (Money, 2012).

If one takes into account that the country has one of the highest rates of taxation in the world, 75.4% in 2014 (World Bank, 2014), it is necessary to consider that, despite the willingness of entrepreneurs and their desire of achieving a stable and secure environment, their competitiveness might be affected by the effect of tax burden that are already paying and that may additionally pay for the juncture of the peace process.

While entrepreneurs want to take this gamble and some are willing to contribute even a little more, economy cannot be stifled and certainly it cannot be loaded with every financial responsibilities, and this way endanger competitiveness. Consequently, other complementary measures, such as fighting against evasion, corruption and smuggling, as well as appealing to the responsibility of enterprises to avoid these harmful practices could be taken.

The second mechanism available is through strategic partnerships with the State and NGOs, which boasts a Colombian tradition of public-private partnerships for economic and social purposes. Various are the initiatives of this kind that have been established to develop projects of entrepreneurship, supply chains strengthening, market development, job creation and vocational training to people living in conditions of vulnerability.

As an example of these conventions, there can be included the partnerships that the Swedish Government, the Colombian Government and



private enterprise have established through the foundations of the National Association of Industrialists of Colombia, Motor Route and Innovation Fund for Peace, in order to promote productive projects, creation of jobs and value chains (Embassy of Sweden in Bogotá, 2015).

However, and despite the fact that many of these initiatives are successful, not all enterprises have the knowledge of take part of these alliances. A study conducted by the Bogotá Chamber of Commerce (2015), found that 91% of enterprises do not have projects that contribute to peace-building, 80% don't know about these programs and 80% are willing to play a part in any of them.

Strategic alliances and cooperation for the purpose of peace are led by the Colombian Presidential Agency for International Cooperation (2014), which aims to manage, direct and coordinate public, private, international, technical and financial cooperation received and conferred by the country. This agency, in addition to characterize and to coordinate cooperating partners, has created mechanisms, manuals and procedures to access cooperation for peace-building.

It can be said that the Government and business associations have an important task of making all the productive sector learn the tools and in this sense be able of engaging actively, since, as stated, there is the express will to contribute, but there is not enough knowledge nor the necessary guidance.

The third mechanism with which private enterprise counts for helping in the peace-building process is corporate social responsibility, defined by Vargas (2014) as "a set of responsibilities that companies assume voluntarily due to demands and expectations of their stakeholders or groups of

interest" (p. 27). They are voluntary because they do not rise from legal norms, but in demands of customers, owners, shareholders, workers, communities, media, social organizations and even the Government, although it is not mandatory.

Within corporate social responsibility there exist some other specific tools which help the entrepreneur building social actions and peace reconstruction, namely: 1) the United Nations Global Organization Pact, 2) guide ISO 26000, 3) Organization for Economic Cooperation and Development (OECD) guidelines on multinational companies, 4) the global reporting initiative, 5) human rights and voluntary safety principles and, 6) the guiding principles of the Organization of the United Nations on business and human rights (Vargas, 2014).

The Global Pact is an initiative of the United Nations that promotes social responsibility within de enterprises and it is committed to respect its principles, represented in human rights, the environment, labor and anti-corruption standards (Jiménez, 2014). Colombia has made progress towards that direction, since the National Association of Industrialists of Colombia, which is the most representative business guild of the Colombian productive platform, adhered in 2005 to that network and hopes the initiative to achieve liability in social responsibility, as it goes efficient and enables the development of concrete actions for peace-building.

Regarding the ISO 26000 guidance as the instrument that offers more detailed recommendations on the behavior of organizations in relation to direct violence prevention and protection of human rights. The document

recommends companies to establish a human rights policy, and to be particularly careful in situations of risk for human rights, avoid complicity ensuring security personnel to respect human rights and have claims resolution mechanism's (International Organization for Standardization [ISO], 2010).

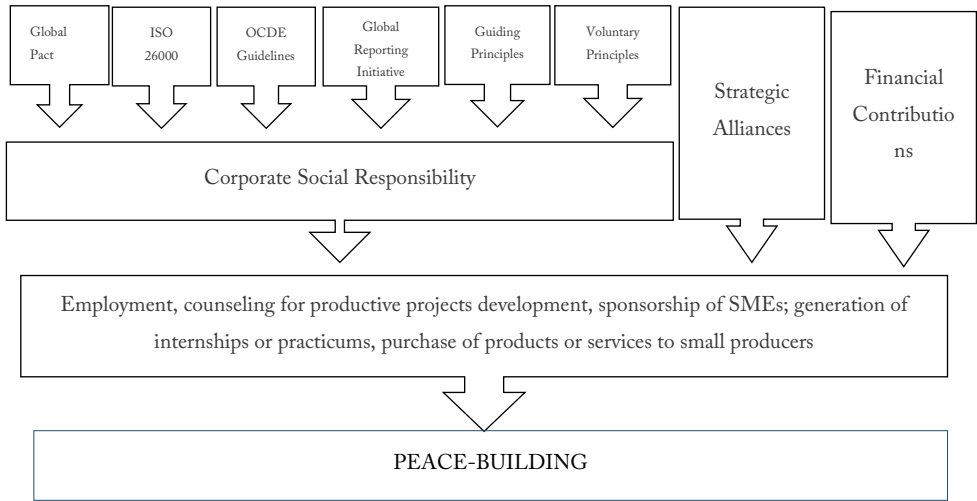
The third tool that facilitates the corporate social responsibility implementation consists of the guidelines of the OECD for multinational enterprises (OECD, 2011), which are applicable by multinational companies operations in the Member countries of that organization and others wishing to join, recalling that Colombia is in the process of entering into the body. The OECD guidelines are focused on companies lead towards growing respect for human rights, respect for the rules of international humanitarian law, which can help companies to avoid negative impacts on society (Vargas, 2014).

In this very sense, the tools of the Global Reporting Initiative, the voluntary principles on security and human rights offer recommendations and instructions to facilitate the protection of human rights and efforts to minimize the negative impact of the actions of the companies towards the society.

As reflected, there are different available mechanisms that may transcend in society by performing actions of corporate social responsibility, which can mitigate the negative impacts of these organizations and community's actions to return part of the utilities such as compensation for exploitation of an economic activity. However, some statistics show that these tools are not known or are not implemented by entrepreneurs.

For example, a study conducted in the municipality of Los Patios (North de Santander) by the Cercapaz program found out that just 37.75% of companies know the subject of corporate social responsibility and that after having conducted pedagogical workshops and raising entrepreneurs, they are willing to adopt those programs in their enterprises, as long as they can work in cohesion with other actors, especially under the guidance of national and regional Governments (Ospina, Cárdenas and Beltrán, 2008) (Figure 2).

Figure 2. Tools of the private enterprise for the construction of peace.



Of course that these mechanisms are not new and enterprises, especially the large ones, have been taking them, but the ideal is that all the productive sector knows them and adopts them with confidence and commits to the construction of a more equitable country, which is free from causes that continue to perpetuate the conflict, at the same time generating new business opportunities as well as further development of the country.

## **CONCLUSIONS**

Achieving the end of the conflict is not only putting an end to armed confrontation, but to take a series of measures upon the social structures that eliminate the causes of the war, producing accepted rules by the citizens and ensuring the solution of their differences without resorting to violence. This process is called peace-building and, in addition, stands out because help is not only about delivering goods and services, but involves an ethical action, which stops discriminating against recipients who claimed equality among human beings.

The effort for the peace-building is responsibility of all actors, which, although they are not part of the State, exercise some form of social power, just as political parties, movements of citizens, media, private enterprise, the guilds, unions, churches, NGOs, etc. The private enterprise is thought as a leading social actor, not only because of its altruistic purposes and of social responsibility, but also because its preferences for investing time and money in peace-building, rather than enduring the uncertainty of the markets, the devastation of resources which affects trade, extortion, kidnappings, the lack of investment in infrastructure, and attacks by armed groups.

Private sector recognizes its role and responsibility, but does not know ways for channeling its efforts, as it fears ending by assuming in its entirety this responsibility, believes that the Government sends conflicting or divergent messages, is concerned that with these processes people that are outside the law would get rewarded, perceives that the Government is only taken into account when it faces financial problems and feels that not enough explanations are offered on how provided resources are invested.

For building trust and channeling efforts in private sector, the State has developed a series of mechanisms that allow to develop specific actions, such as generating direct employment, identifying and giving assistance to productive projects, offering sponsorship of SMEs, generating internships or practicums, purchasing products or services provided by beneficiaries of the program, and the implementation of productive projects, etc.

There are three main mechanisms with which employers contribute to the process of peace-building: 1) as financiers for building peace and post-conflict given their economic capacity; 2) as partnerships with the State and other national or multinational companies given their credibility, leadership, experience and ability of carrying out actions and, 3) through corporate social responsibility which contributes to the construction of peace as ethical and moral consideration to society for allowing its actions.

## **REFERENCES**

1. Abramov, I. (2010). Building peace in fragile states—Building trust is essential for effective

- public-private partnerships. *Journal of Business Ethics*, 89(4), 481-494.
2. Agencia Presidencial de Cooperación Internacional de Colombia (2014). Caracterización de actores de la cooperación internacional en Colombia. Recuperado de [https://www.apccolombia.gov.co/recursos\\_user/Documentos/Caracterizacion-de-Usuarios-APC-Colombia-22052014.pdf](https://www.apccolombia.gov.co/recursos_user/Documentos/Caracterizacion-de-Usuarios-APC-Colombia-22052014.pdf)
  3. Álvarez, S. y Rettberg, A. (2008). Cuantificando los efectos económicos del conflicto: una exploración de los costos y los estudios sobre los costos del conflicto armado colombiano. *Colombia Internacional*, 67, 14-37.
  4. Asociación Nacional de Industriales de Colombia, Consejo Internacional de Industria Sueca y Fundación Ideas para la Paz (2014). Como construir la paz desde el sector empresarial en Colombia. Bogotá.
  5. Banco Mundial (1961-2014). Crecimiento del PIB (% anual). Recuperado de <http://datos.bancomundial.org/indicador/NY.GDP.MKTP.KD.ZG>
  6. Barreto Henriques, M. (2009). El Laboratorio de Paz del Cauca y Nariño: ¿una salida indígena para la paz en Colombia? En J. A Restrepo y D. Aponte (eds.), *Guerra y violencias en Colombia: herramientas e interpretaciones* (pp. 545-585). Bogotá: Pontificia Universidad Javeriana.
  7. Cámara de Comercio de Bogotá (2015). Encuesta de Percepción de Seguridad Empresarial 2015. Módulo de paz. Recuperado de <http://bibliotecadigital.ccb.org.co/bitstream/handle/11520/13342/Encuesta%20de%20Percepci%C3%B3n%20Empresarial.pdf?sequence=3&isAllowed=y>
  8. Comisión Económica para América Latina y el Caribe (Cepal) (2014a). Estudio económico de América Latina y el Caribe 2014: desafíos para la sostenibilidad del crecimiento en un nuevo contexto externo. Santiago de Chile: Naciones Unidas. Recuperado de [http://repositorio.cepal.org/bitstream/handle/11362/36970/S1420392\\_es.pdf?sequence=1](http://repositorio.cepal.org/bitstream/handle/11362/36970/S1420392_es.pdf?sequence=1)
  9. Comisión Económica para América Latina y el Caribe (Cepal) (2014b). Anuario Estadístico de América Latina y el Caribe. Santiago de Chile: Naciones Unidas. Recuperado de [http://interwp.cepal.org/anuario\\_estadistico/anuario\\_2014/pdf/anuarioestadisticoal-2014.pdf](http://interwp.cepal.org/anuario_estadistico/anuario_2014/pdf/anuarioestadisticoal-2014.pdf)
  10. Dinero (2012). Más impuestos para conseguir la paz. Recuperado de <http://www.dinero.com/pais/articulo/mas-impuestos-para-conseguir-paz/158239>
  11. Drucker, P. F. (2002). *Escritos fundamentales*. Buenos Aires: Sudamericana.
  12. Embajada de Suecia en Bogotá (2015). Alianzas con el sector privado. Recuperado de <http://www.swedenabroad.com/es-ES/Embassies/Bogota-DC/Cooperacion-para-el-desarrollo/Sector-privado-sys/>
  13. Fundación Ideas para la Paz (2015). Los empresarios y la paz. Recuperado de <http://www.ideaspaz.org/tools/download/73430>
  14. Garzón Galiano, J., Parra González, A. del P. y Pineda Neisa, A. S. (2003). El posconflicto en Colombia: coordenadas para la paz (Tesis de grado, Pontificia Universidad Javeriana, Bogotá, Colombia).



15. Guevara Fléchter, D. A. (2003). Globalización y mercado de trabajo en Colombia: algunas consideraciones en el marco de la flexibilización laboral. *Reflexión Política*, 5(10), 102-114.
16. International Organization for Standardization (2010). *ISO 26000 Guidance on Social Responsibility*. Ginebra: International Standard Organization.
17. Jiménez Peña, G. (2006). Más allá de la responsabilidad social empresarial: hacia un punto de vista de la ciudadanía corporativa deliberativa. *Vox Populi*, 5(1), 11-25.
18. Jiménez Peña, G. (2014). Multinacionales y responsabilidad social empresarial en la construcción de paz en Colombia. *Cuadernos de Administración*, 27(48), 67-96.
19. Kolk, A. y Lenfant, F. (2013). Multinationals, CSR and partnerships in Central African conflict countries. *Corporate Social Responsibility and Environmental Management*, 20(1), 43-54.
20. Organización de las Naciones Unidas (ONU) (1992). Un programa de paz, diplomacia preventiva, establecimiento de la paz y mantenimiento de la paz. Recuperado de <http://www.un.org/es/comun/docs/?symbol=A/47/277>
21. Ospina, A., Cárdenas, C. y Beltrán, M. (2008). ¿Cómo la responsabilidad social empresarial aporta a los objetivos del milenio? Guía práctica para los empresarios. Bogotá: GTZ.
22. Organización de Cooperación y Desarrollo Económico (OCDE) (2013). *Líneas directrices de la OCDE para empresas multinacionales*. OECD Publishing.
23. Prandi, M. y Lozano, J. M. (eds.) (2010). *La responsabilidad social empresarial en contextos de conflicto y postconflicto: de la gestión del riesgo a la creación de valor*. Barcelona: Escola de Cultura de Pau (UAB), Instituto de Innovación Social (ESADE).
24. Presidencia de la República (2012). *II laboratorio de paz: principales resultados y aprendizajes*. Recuperado de [http://www.eeas.europa.eu/delegations/colombia/documents/projects/20110909\\_es.pdf](http://www.eeas.europa.eu/delegations/colombia/documents/projects/20110909_es.pdf)
25. Programa de las Naciones Unidas para el Desarrollo (PNUD) (2003). *Informe nacional de desarrollo humano para Colombia 2003*. Madrid: Mundi-Prensa.
26. Programa de las Naciones Unidas para el Desarrollo (PNUD) (2006). *Los empresarios y la reinserción: un reto mayor*. *Hechos El Callejón*, 22(18), 2-5.
27. Programa de las Naciones Unidas para el Desarrollo (PNUD) (2014). *Informe sobre desarrollo humano 2014. Sostener el progreso humano: reducir vulnerabilidades y construir resiliencia*. Nueva York. Recuperado de <http://hdr.undp.org/sites/default/files/hdr14-summary-es.pdf>
28. Rettberg, A. (2003). Diseñar el futuro: una revisión de los dilemas de la construcción de paz para el posconflicto. *Revista de Estudios Sociales*, 15, 15-28.
29. Rettberg, A. (2010a). De los conflictos armados a la construcción de paz. La participación del sector privado en la construcción de paz: inventario e identificación de algunos ejemplos ilustrativos. Barcelona: Universidad Ramon Llull.
30. Rettberg, A. (2010b). La participación del sector privado en la construcción de paz: inventario e identificación de algunos

- ejemplos ilustrativos. Barcelona: Escola de Cultura de Pau (UAB), Instituto de Innovación Social (ESADE).
31. Robinson, J. A. (2013). Colombia: Another 100 years of solitude? *Current History*, 112(751), 43.
  32. Schippa, C. (2010). El valor de la paz para la economía. Barcelona: Universidad Ramon Llull.
  33. Swearingen, M. (2010). Group inequality and conflict: Some insights for peacebuilding. Washington: United States Institute of Peace.
  34. Universidad del Rosario (2014). Experimentos sobre reconciliación política en Colombia. Recuperado de <http://www.urosario.edu.co/jurisprudencia/jurisprudencia-reconciliacion/>
  35. Universidad Jorge Tadeo Lozano (2012). Empresa y la construcción de paz. Cuadernos Paz a La Carta, 3, 1-18.
  36. Vargas, G. A. (2014). La responsabilidad social empresarial en la construcción de paz: una introducción. Documentos en Desarrollo Cider, 4. Bogotá: Universidad de los Andes.
  37. Velazco, M. (2006). Participación del sector empresarial en la reinserción: percepciones y oportunidades. Bogotá: Fundación Ideas para La Paz.