

PRINCE CLAUS CHAIR



ANNUAL REPORT > 2010



THE INSTITUTE OF SOCIAL STUDIES
OF ERASMUS UNIVERSITY ROTTERDAM
AND UTRECHT UNIVERSITY
WILL ALTERNATELY APPOINT
AN OUTSTANDING YOUNG
ACADEMIC FROM AFRICA, ASIA,
LATIN AMERICA, THE CARIBBEAN
OR THE PACIFIC TO THE
PRINCE CLAUS CHAIR, FOR
THE ADVANCEMENT OF
RESEARCH AND TEACHING
IN THE FIELD OF DEVELOPMENT
AND EQUITY.



ANNUAL REPORT > 2010



Prince Claus Chair

development and equity





FINANCIAL INCLUSION: THE CHALLENGE AND THE OPPORTUNITY

“Some 2.7 billion adults around the world lack access to financial services. This hampers their ability to protect themselves in times of crisis, pursue new opportunities, and to build for the future. Financial exclusion disproportionately affects poor people, especially those living in Africa, Asia, Latin America and the Middle East. With access to socially responsible financial services, people can buy food, pay doctors’ bills, send their children to school, and expand their businesses.”



FOREWORD



Last year we reported on some important steps being taken on the path towards achieving the Millennium Development Goals. In particular, on the role universal health care has to play. During 2010, further progress has been made, albeit at times overshadowed by the impact of the financial crisis.

Since being asked by UN Secretary-General Ban Ki-moon to take up the position of United Nations Special Advocate for Inclusive Finance for Development in September 2009, it has been my privilege to bring the challenge and opportunity of financial inclusion to the attention of leading politicians and representatives of international institutions and businesses. This has included addressing a special event at the Millennium Development Goals Summit in New York in September on Financial Inclusion. The session, entitled ‘A Path to the Millennium Development Goals’, looked at how we can address the challenges facing us on the road to realising the demanding targets we have set ourselves.

The challenge to find creative solutions to complex issues also applies to the areas of Development and Equity, the two pillars of the Prince Claus Chair. The breadth of the scope of the Prince Claus Chair is demonstrated by the appointment in October 2010 of Atul Kumar as holder of the Prince Claus Chair 2010-2012. This young Indian scientist already has eleven years’ experience in carrying out innovative research into climate change, energy policy and how a sustainable lifestyle can combat climate change.

We have also been delighted to have two outstanding women, from entirely different backgrounds, as recent holders of the Prince Claus Chair. Our thanks go to Professor Irene Agyepong, who held the Prince Claus Chair from 2008 to 2010, for her hard work and the dedication she has shown to the role. We are particularly encouraged by the financial support her initiatives for an integrated health system have received in the form of a WOTRO (Science for Global Development) grant from the Netherlands Organisation for Scientific Research (NWO). We wish her well in her continued efforts to increase progress towards realising two important Millennium Development Goals in Ghana: reducing child mortality and improving maternal health. We will continue to follow her work in generating valuable knowledge on an integrated healthcare system for the rest of sub-Saharan Africa.

The current holder of the Prince Claus Chair, Professor Patricia Almeida Ashley sees Stakeholder Social Responsibility (SSR) as one of the pivotal concepts of Corporate Social Responsibility (CSR). Professor Almeida Ashley is currently adjunct professor at the Institute of Geosciences, Fluminense Federal University in Brazil, where her work includes looking into how we can broaden the research and policy perspective on CSR, using a multi-actor and multi-level approach. This includes the duty of universities, government and businesses to work together towards a common sustainable ecosystem, by directing efforts externally rather than only internally. She concluded her inaugural address by impressing upon her audience that CSR can only be sustainable if it is valued by markets, public policies and society as the standard for doing business.

We are sure that Professor Almeida Ashley's interdisciplinary approach to Socially Responsible Entrepreneurship (SRE) and her knowledge of the relationship between SRE and important social issues will help promote the values supported by the Prince Claus Chair.

We hope this annual report demonstrates the important work being carried out by researchers in the Netherlands and around the globe to promote Development and Equity worldwide. In particular, the role Corporate Social Responsibility can play in achieving the challenging goals we have set ourselves.

HRH Princess Máxima of the Netherlands

Chair of the Curatorium

CONTENTS

OBJECTIVES OF THE PRINCE CLAUS CHAIR	6
PRINCE CLAUS, THE INSPIRATION FOR THE CHAIR	7
PROFESSOR PATRICIA ALMEIDA ASHLEY, CHAIR HOLDER 2009 - 2011	11
"BASING MANAGEMENT POLICY ON SUSTAINABILITY AMBITIONS IS STILL IN ITS INFANCY IN MANY COMPANIES"	24
PROFESSOR ATUL KUMAR, CHAIR HOLDER 2010 - 2012	33
PROFESSOR IRENE AKUA AGYEPONG, CHAIR HOLDER 2008 - 2010	34
PREVIOUS HOLDERS OF THE CHAIR	35
THE CURATORIUM OF THE PRINCE CLAUS CHAIR	37
PARTICIPATING INSTITUTES	38
CONTACTING THE CURATORIUM	40

OBJECTIVES OF THE PRINCE CLAUS CHAIR

To continue the work of Prince Claus (1926-2002) in development and equity, by establishing a rotating Academic Chair.

Since the Chair was established in December 2002, Utrecht University and the International Institute of Social Studies of Erasmus University Rotterdam have alternately appointed an outstanding young academic from Africa, Asia, Latin America, the Caribbean or the Pacific to the Prince Claus Chair. The position is aimed at the advancement of research and teaching in the field of development and equity. Candidates for the Chair are nominated by a Curatorium, under the chairmanship of Princess Máxima of the Netherlands.



PRINCE CLAUS, THE INSPIRATION FOR THE CHAIR

Prince Claus was strongly committed to development and equity in North-South relations. Through his work, his travels and his personal contacts, he gained a deep understanding of the opportunities for, and the obstacles facing equitable development. He was tireless in his work for development and equity throughout the world, bringing people together to solve problems and make the most of opportunities. His knowledge, his accessibility and his personality all made an important contribution to his work. As a result, he was - and remains - a source of inspiration to many.

In 1988, Prince Claus received an Honorary Fellowship from the International Institute of Social Studies (ISS) 'in recognition of his continued insistence on the importance of reducing the differences between the rich and the poor in national and international fora, while emphasising the human dimension of this process and not only that of international policy and strategy.' At the official ceremony for the Fellowship, Prince Claus gave an acceptance speech stating his views on development and equity in the form of 23 propositions.

The establishment of the Prince Claus Chair attests to the deep respect and appreciation of the academic community of Utrecht University and the ISS for Prince Claus as a person, for his work, and for his commitment to and authority in the field of development and equity throughout the world.

Prince Claus was born Claus von Amsberg in 1926, in Dötzingen (Hitzacker), Niedersachsen. He studied at the University of Hamburg, in the Faculty of Law and Political Science (1948-1956), after which he worked at the German embassy to the Dominican Republic and as Chargé d'Affaires to the Republic of the Ivory Coast. From 1963 to 1965, he worked at the Ministry of Foreign Affairs in Bonn, in the Department of African Economic Relations.

After his marriage to Princess Beatrix in 1966, Prince Claus focused his efforts on development cooperation. He was appointed as a member of the National Advisory Council for Development Cooperation (Nationale Adviesraad voor Ontwikkelingssamenwerking, NAR). In addition, he was Chair of the National Committee for Development Strategy (Nationale Commissie voor de Ontwikkelingsstrategie), a position he held from 1970 to 1980, and Special Advisor to the Minister of Development Cooperation. In 1984, he was appointed Inspector General of Development Cooperation. To commemorate the Prince's seventieth birthday, the Dutch government established the Prince Claus Fund for Culture and Development (Prins Claus Fonds voor Cultuur en Ontwikkeling), of which Prince Claus was Honorary Chair. The objective of the Fund is to increase cultural awareness and promote development.



PROPOSITION #3

Prince Claus, in his acceptance speech upon receiving an honorary fellowship at the International Institute of Social Studies, 1988:

“An awareness of one’s own cultural identity and past is a fundamental condition for sustainable autonomous development. Where support is sought for cultural projects, the development of visual arts, literature, music, dance etc., donor organisations should respond whole-heartedly.”



PROFESSOR PATRICIA ALMEIDA ASHLEY CHAIR HOLDER 2009 - 2011



On the recommendation of the Curatorium of the Prince Claus Chair in Development and Equity, The International Institute of Social Studies (ISS) appointed Professor Patricia Almeida Ashley as holder of the Prince Claus Chair in 2009. She was appointed for her interdisciplinary approach to Socially Responsible Entrepreneurship (SRE) and her knowledge of the relationship between SRE and important social issues. Her appointment is for a term of two years, until the end of August 2011. Professor Almeida Ashley delivered her inaugural address on 30 March 2010 in the Auditorium of The International Institute of Social Studies.

CORPORATE SOCIAL RESPONSIBILITY: A ROLE ONLY FOR BUSINESS LEADERS?

ABSTRACT OF THE INAUGURAL LECTURE

Corporate Social Responsibility, as a concept, has been defined in different ways in my home country of Brazil and throughout the world. The context-dependent definition of the concept is related to the cultural aspects and to the level of social, economic, environmental and institutional development of a region in a specific territory at a specific time. The address will approach corporate social responsibility from two different angles.

Firstly, I would like to consider the CSR concept which developed from a narrow, after-profit perspective, mainly in the early stages of CSR literature, which defined it as business benevolence conduct and community relations policies, ranging from corporate philanthropy to business social investment.





The second, broader, before-profit CSR concept I shall discuss, includes policies and practices towards sustainability throughout the business process, both at a company level and in business-society relations in general. Examples of this before-profit approach to CSR include business policies and practices such as: sustainable design and production; responsible buying and consumption; human resource development aligned with the notion of quality of life; transparency and accountability. Other examples also include proactive partnerships with the state, business associations, civil society and markets, working at the local, regional, national and international levels towards sustainable development and living. Finally, I would like to present a generic model for mapping business strategies for CSR which considers three levels of ethical challenges and a number of different dimensions in business-society relations.

When we look at the latest theoretical and applied CSR literature, we see that this has been generated mainly within the business management knowledge arena, and has therefore depended more on business leaders' initiatives for defining the conceptual boundary and opportunities for CSR proposals. Hence the title of this lecture: 'Corporate social responsibility: a role only for business leaders?'. In other words, can the CSR concept become a viable and sustainable concept in itself if it is based only on the management practices of business leaders? The main argument proposed here is that, in order to be viable, the CSR concept must be seen as part of a broader concept, namely stakeholder social responsibility.

Under this line of argument, responsible business requires responsible markets to value CSR as the standard for doing business. On the other hand, responsible business also means that sustainable processes and products, which come from CSR adopters, should be less costly and have lower market prices in order to stimulate demand for CSR. Firms that are aligned with CSR and sustainability policies and practices need to be recognised and differentiated in the market from unfair competition from irresponsible players.

Responsible market is expressed in the investment decisions, trade policies and behaviour of economic agents. This means proactive policies and practices that promote the demand for CSR from markets, the State and society. Furthermore, I suggest that CSR cannot be fully



understood and completely applied if its knowledge is restricted to the boundaries of the business management arena. An interdisciplinary view is necessary, in order to develop and evaluate CSR policies and practices from different stakeholder groups. One which includes law, economics, architecture, engineering, geography, political sciences, social sciences, public administration, education and social psychology, as well as other disciplines. Each one of these disciplines and professions has its own stake in the process, and its contribution to make in building knowledge for better comprehension of the CSR phenomenon and an effective application of CSR values within market relations and business processes.

Each economic agent must be seen as part of a social network which engages in the promotion of socially responsible values and practices. The state needs to re-evaluate different levels of public taxes; offering incentives by means of lower tax levels for markets which are engaged in sustainable design, technology, finance, production, transport, trade and consumption. Also, the State, at all levels, could promote the development of socially responsible and sustainable markets by means of engaging in partnerships to improve information to suppliers and buyers aligned with CSR and sustainability practices, as well as promoting sustainable procurement and responsible buying within its own state organisations. Business associations could involve their members, together with academic institutions and non-state organisations, in developing ethical competition in production and trade, aligned with CSR and sustainability values and practices. Academic institutions could be financially supported by organisations prepared to fund research and training in their programmes for building capacity in CSR and sustainability, as there is still a limited production of scientific knowledge on CSR policies and practices, and a lack of professionals qualified to work with CSR and sustainability in business processes in private, public and non-state organisations. Financial institutions could clearly engage with the Finance Initiative of UNEP and other similar initiatives, by offering products and services for sustainable finance and socially responsible investment, mainly targeted at business associations and small and medium sized businesses that are already involved in CSR and sustainability standards. In summary, it is proposed that CSR can only be sustainable if it is valued by markets, public policies and society as the standard for doing business.



PERSONAL PROFILE

The Brazilian professor Patricia Almeida Ashley has an interdisciplinary approach in the areas of Management, Information Science, Urban and Regional Planning and Economics. She has a sound academic profile and a keen interest in the role of companies in society. Her research resulted in a generic model for analyzing various aspects of Socially Responsible Entrepreneurship (SRE), the 'Multidimensional Relational and Multidirectional Model for Business Social Responsibility'. This model has contributed to the academic research in the field of SRE and it is also frequently used by consultants and managers outside of the academic world.

SUMMARY CV

- Professor Almeida Ashley is currently Adjunct Professor in the Department of Geo-environmental Analysis at the Institute of Geosciences of the Fluminense Federal University (UFF) in Niteroi City, Rio de Janeiro State, Brazil.

EDUCATIONAL BACKGROUND

- Professor Almeida Ashley obtained her Bachelor degree in Economics from the Federal University of Rio de Janeiro in 1985. During her studies she focused on public policies for regional development and ecological economics.
- In 1990, she went on to work on Information Systems Analysis at the Brazilian Institute for Municipal Administration (IBAM), where she also developed a group proposal for an information system project on internal audit services management for Furnas - an energy company in Brazil.
- Professor Almeida Ashley continued her research and in 1994 was awarded an MSc in Public Sector Management from Aston University (UK), where in 1992/1993 she held a British Council Fellowship. Her dissertation addressed the capacity building strategies of local authorities in the UK on the compulsory competitive tendering policies for white collar services in 1993.

- In 2002 she was awarded a PhD in Business Administration in the field of Change Management from the Catholic Pontifical University in Rio de Janeiro (PUC-Rio) for her thesis entitled 'Ethical Food Trade trends in Strategic Management of Supermarkets in Brazil: A scenario perspective based on the collective praxis among Researchers, Regional and National Supermarket Associations.'

PREVIOUS POSITIONS

- Prior to taking up her current post, Professor Almeida Ashley spent almost 6 years as Adjunct Professor at the Federal University of São João del-Rei (UFSJ), teaching and supervising research and outreach projects. As the coordinator of extension projects and the programme for fostering local sustainable development in São João del-Rei, she combined organising and delivering events with short courses, consultancy and information provision. Further information on her work on the Ecocidades project can be found at www.ecocidades.org
- From 2007-2009 Professor Almeida Ashley was Professora Colaboradora at the Fluminense Federal University. Professor Almeida Ashley taught Corporate Governance and Social Responsibility and supervised research on ethics, social responsibility and governance on the MSc Programme in



Management Systems at the LATEC unit, in the School of Engineering. In addition to her own publications, she coordinated the Ethics and Social Responsibility section at the Brazilian National Congress of Management Excellence, which is organised annually by LATEC/UFF.

- In 2008 Professor Almeida Ashley was a member of the Brazilian National Award Commission for CSR and Sustainability in the Retail Sector at the Getulio Vargas Foundation in São Paulo. This was as part of the Programme on Social Responsibility and Sustainability in the Retail Sector promoted by the Brazilian Centre for Excellence in the Retail Sector at the Getulio Vargas Foundation. The appointment followed on from a two-year position as a member of the Commission on Sustainable Development and Energy at the International Chamber of Commerce in Rio de Janeiro. During this time Professor Almeida Ashley contributed to knowledge sharing - among business sectors, lawyers, consultants, academia and public sector members - on national and international trends and challenges for sustainable development policies and practices.

ACTIVITIES AS HOLDER OF THE CHAIR

INAUGURAL ADDRESS

Professor Almeida Ashley delivered her inaugural address on 30 March 2010 in the presence of HRH Princess Máxima, members of the Curatorium of the Prince Claus Chair and almost 200 members of the diplomatic, academic, policymaking and NGO communities.

SPEECHES, LECTURES, PANELS AND WORKSHOPS

- **Workshops and cooperation with the Scholas Executive Committee**
In April-June 2010, as a first step to a better understanding of students' knowledge and expectations concerning CSR, Professor Almeida Ashley organised a series of workshops in cooperation with the Scholas Executive Committee. The common aim was to achieve a better and wider involvement of ISS students and alumni in CSR content and its application in development studies, and to create a link through ISS and Alumni to expand career opportunities related to social responsibility for them, by means of a professional network through ISS, government, the business sector and NGOs.



- **Lecture: 'International Fair Trade and Responsible Buying and Consumption: Possible contributions for the Millennium Development Goals (MDG) 1 and 8'**
At the lecture organised by Ms. Marloes Inklaar, Secretary MDG8Focus, IFMSA-Leiden on 13 April 2010, Professor Almeida Ashley addressed students from various courses at the University of Leiden.
- **Panellist following the Valedictory Address of Professor Louk de la Rive Box on 22 April 2010**
The panel coordinated by Professor Jan Pronk, discussed three important propositions:
 - The future of development policy making does not require new research, but the implementation of past research findings.
 - General models and approaches are not helpful. Each development situation is unique. Development processes are country (or location) specific.
 - The economic discipline has failed in the interpretation of development processes. It is bound to fail. Further research should focus on social, political and cultural dimensions of development.
- **Graduation ceremony address: 'Social Responsibility: A matter for all'**
Professor Almeida Ashley was invited by the Dean of University College Utrecht, Professor R.J.F.M. van der Vaart to address the 219 bachelor students at their graduation ceremony on 7 June 2010.
- **Round Table: 'Social Responsibility in Higher Education: Lessons from Brazil and the International Agenda'**
The Round Table held on 8 June 2010 was based on a current need of the CSR team at Erasmus University Rotterdam (EUR). It was attended by a multi-stakeholder audience from ISS and EUR.

KNOWLEDGE BUILDING AND SHARING

In the first few months as chair holder, Professor Almeida Ashley has endeavoured to share her knowledge with a wider public including:

- Presentation and publication of the Inaugural Address 'Corporate Social Responsibility: A role only for business leaders?' proposing a wider concept of stakeholder social responsibility oriented for development of socially responsible markets.

- Supervision of a literature review on public policies on CSR made by Adele Lebano, presented on 17 June 2010 at the research cluster 'Interactions Civil Society and Markets', which contributes to setting a research agenda for this subject area.
- Participation in research and publication meetings of the HIVOS/ISS knowledge network and the Civic-Driven Change group, led by Dr Kees Biekaart of ISS.
- Publication of the ISS Working Paper no. 506 entitled 'Interactions Between States and Markets in a Global Context of Change: Contribution for Building a Research Agenda on Stakeholders' Social Responsibility'.

NETWORKING AND PARTNERSHIPS:

- Professor Almeida Ashley was an invited guest researcher at the ISO 26000 conference held in Copenhagen from 13 to 17 May 2010, where she entered into dialogue with the multi-stakeholder members of the Dutch delegation at the ISO 26000 Working Group. At the Government Representatives' Conference in Copenhagen on 14 May she contributed to the discussion of the government stakeholder group. This has led to follow-up for public policies on CSR, including recommendations for better and more affirmative public policies from government, and joint action among governments at a global level to contribute to the challenges of implementing social responsibility worldwide. The members of the Dutch delegation agreed to further meetings to discuss possible joint action with respect to a national agenda on public policies for the development of socially responsible markets.
- Dialogue with academic and technical staff from ISS, NUFFIC, CEDLA, the Dutch Ministry of Economic Affairs, VNO and University College Utrecht on a possible future partnership towards ISS-UFF-UFAM as well as other possible partnerships in development and equity and social responsibility.
- Together with the Rector of the Federal University of the Amazon, Professor Marcia Perales, Professor Almeida Ashley initiated a Memorandum of Understanding (MoU) for a tri-partite cooperation between ISS, the Federal University of Fluminense and the Federal University of the Amazon. The MoU, which was signed on 26 April, during a Brazilian mission of higher education institutions to

the Netherlands, aims to facilitate the development of an International Programme on Research, Graduate Courses, Innovation and Extension in the interdisciplinary area of Development and Equity, including aspects of economic, social, cultural, environmental, technological and institutional development. The tri-partite cooperation hopes to develop activities among the partners such as:

- Collaboration on research, graduate courses, innovation and extension projects in the interdisciplinary area of development and equity within the research lines relevant to the skills of faculty and researchers from each institution.
- Cooperation on seminars and joint academic activities.
- Interchange of relevant publications, academic materials and other information.
- Interchange of academic and administrative staff.
- Mutual promotion of programmes and activities of post graduate courses, including sandwich-doctorate and specific future arrangements for various types of dual certification.
- Missions.

WOTRO

Like her predecessor, Professor Irene Agyepong, Professor Patricia Almeida Ashley has received financial support from WOTRO. WOTRO supports scientific research on development issues, in particular poverty alleviation and sustainable development. Its scope includes all low and middle-income countries. WOTRO is a division within NWO (the Netherlands Organisation for Scientific Research). For its activities, WOTRO receives funding from the Dutch Ministry of Foreign Affairs.

The WOTRO funding enabled ISS to finance a research assistant, Adele Lebano, for Professor Almeida Ashley. Ms. Lebano supported Professor Almeida Ashley in preparing and carrying out her various activities, including outreach and drawing up a research proposal.

The support from WOTRO represents an important contribution towards the expansion and broadening of the Prince Claus Chair. The Curatorium is delighted with the continued WOTRO support and the role this plays in helping achieve the aims of the Prince Claus Chair.



PROPOSITION #8

Prince Claus, in his acceptance speech upon receiving an honorary fellowship at the International Institute of Social Studies, 1988:

“In development cooperation, as in many other fields, output is more important than input. We are still far too fixated on input. Sustainability in sociological, economic, and ecological terms should be the paramount criterion of success.”

“BASING MANAGEMENT POLICY ON SUSTAINABILITY AMBITIONS IS STILL IN ITS INFANCY IN MANY COMPANIES”

“Thanks in particular to the active contribution made by the holder of the Prince Claus Chair, Patricia Almeida Ashley, 2010 will be remembered for the valuable international academic exchange which took place.”

Pauline van der Meer Mohr, President of the Executive Board, Erasmus University Rotterdam and **Leo de Haan**, Rector of the International Institute of Social Studies (ISS), look back on an eventful year.

“The Prince Claus Chair is as important to us as it is for the Global South and emerging economies – and perhaps even more so.”



Wisdom and modesty. These are the key values that characterise the legacy of HRH Prince Claus, and that live on in the chair which bears his name. He was adamant that an appreciation of the cultural context is essential in the drive towards Development and Equity. The chair sets the legacy of HRH in a scientific context. “Wisdom and modesty are also a fitting leitmotif for academia”, Pauline van der Meer Mohr suggests. “In this respect the chair provides us with a mirror with which to view the university through different eyes. This applies to all departments across the university. In the case of the current holder of the chair, Professor Patricia Almeida Ashley, this reflection should be seen in the Brazilian context. This provides us with valuable insights which demonstrate the importance of the Prince Claus Chair as

a podium on which talented up-and-coming academics from the Global South and emerging economies are able to present themselves at a global level. For us the Prince Claus Chair is of equal, if not more value. It is therefore a privilege to have the Prince Claus Chair within the departments of the Erasmus University Rotterdam. The chair is a valuable part of the university, one which has a positive effect on our institution and those who work and study here.”

“THE PRINCE CLAUS CHAIR IS AS IMPORTANT TO US AS IT IS FOR THE GLOBAL SOUTH AND EMERGING ECONOMIES – AND PERHAPS EVEN MORE SO.”

SUSTAINABLE CATTLE BREEDING

Leo de Haan refers to the inaugural speech given by Patricia Almeida Ashley as providing an excellent example of insight from which our society can learn as much as that of Brazil. “In her inaugural address, Patricia Almeida Ashley considered Corporate Social Responsibility (CSR) from a broader perspective: not as a challenge to be addressed by individual organisations, but as a task for a network of stakeholders who influence each other and who work together to realise a common goal they have set themselves. In a recently held EUR seminar in São Paulo, she gave cattle breeding in Brazil as an example. There are issues surrounding the sustainability of the practices used, in part due to the large scale deforestation associated with cattle breeding.

As far as the environmental and welfare organisations and researchers and public opinion are concerned, the Brazilian authorities treated the issue far too lightly. This led to a social movement which inspired the authorities and business to join forces and help cattle breeding become more sustainable. Patricia Almeida Ashley studies such examples and uses them to further develop the concept of 'stakeholder social responsibility' (SSR)."

"CSR IS NOT SOLELY A CHALLENGE TO BE ADDRESSED BY INDIVIDUAL ORGANISATIONS, BUT IS A TASK FOR A NETWORK OF STAKEHOLDERS WHO INFLUENCE EACH OTHER AND WHO WORK TOGETHER TO REALISE A COMMON GOAL THEY HAVE SET THEMSELVES."



Pauline van der Meer Mohr: "Patricia Almeida Ashley regards companies as business ecosystems, with a joint responsibility. Alongside them, universities, business and politics work closely together to form a sustainable ecosystem. This demands a different way of dealing with the environment: a smoother approach, looking from outside in rather than the other way round."

SSR AND CORPORATE GOVERNANCE IN BRAZIL

In November 2010, a delegation from the Erasmus University Rotterdam, including representatives of ISS, visited Brazil. The trip included attending a conference moderated by the chair holder Patricia Almeida Ashley.

The visit not only helped form a more detailed picture of SSR in practice in Brazil, it also led to specific agreements being made. Pauline van der Meer Mohr: "We held talks with various universities and made many personal contacts. In addition, several new memoranda of understanding (MoU) were signed and existing ones expanded on, in the areas of both research and education. For example, we agreed to exchange undergraduates and postgraduates and combine exchange programmes. The cooperation with universities in Brazil gives us access to new networks and possibly to new research funds."

"THE CHAIR FORMS A BRIDGE BETWEEN THE EUR, IN PARTICULAR ISS, AND BRAZILIAN ACADEMIA."

Leo de Haan is impressed with the new contacts that have been formed, the existing ones that have been strengthened and the enormous academic potential in Brazil. "The chair forms a bridge between the EUR, in particular ISS,

and Brazilian academia. Thanks to the extension of the network, we are now able to further increase this cooperation. We held substantive talks regarding how to further structure research areas around SSR. To this end, Patricia Almeida Ashley will also visit the Netherlands again in order to lay the foundation and submit proposals."

"When SSR research proposals are being considered for funding, we have seen that increasing demands are being placed on social added value, including the need for output to be translated into real cash benefits", Pauline van der Meer Mohr adds. "In that respect, it is encouraging to see that the current chair is particularly keen on the social added value of SSR."



SUSTAINABLE CAMPUS

The personal vision on CSR, reflected in the ambitions and passion of the chairholder, Patricia Almeida Ashley, has served as an example to the EUR. It has led directly to an increased awareness and additional activities in this field. Pauline van der Meer Mohr: "As far as CSR was concerned, there were some initiatives, such as GreenEUR. This is an independent student organisation which draws attention to the need for a sustainable campus and strives to reduce the ecological footprint of the EUR. The renovation of the EUR Woudestein campus is being carried out using sustainable materials as far as possible. It is energy neutral and has a clear focus on social innovation, diversity and stakeholder aspects. Some of the changes are significant, others less so. One small example which I find typical of the efforts being made is the initiative by Gail Whiteman, holder of the Ecorys chair in Sustainability and Climate Change. She had a sustainable gown made from organically grown materials and thus challenged our scientists to incorporate sustainability into every aspect of their work."

"CSR IS A COMPLEX SUBJECT FOR WHICH THERE IS NO ONE SIMPLE TRUTH. THE MORE PERSPECTIVES, THE BETTER."

"Patricia Almeida Ashley has also played an important role in strengthening and expanding CSR policy at the EUR", Pauline van der Meer Mohr adds. "She is a member of a focus group which is looking into various aspects of CSR. It is clear that CSR is a complex subject for which there is no one simple truth. The more perspectives, the better. The contribution from Professor Almeida Ashley is therefore particularly welcome."

Leo de Haan has similar experience of the contribution being made by the current chair. "Our students and our research are always focused on others, namely on development aid partners. We are constantly looking at sustainability elsewhere. Patricia Almeida Ashley encourages us to look at our own institute. This is not only refreshing, but has also led to various initiatives towards creating a more sustainable management process."



GUIDELINES

In her work, Professor Almeida Ashley will, for example, direct her efforts towards global initiatives to make CSR efforts measurable, such as the Global Reporting Initiative and the CSR Guidance within ISO 26000. Pauline van der Meer Mohr has high expectations: "Management by sustainable ambitions is still very much in its infancy in many companies. I see this in practice in my role as member of the

"THERE IS A NEED FOR AN EVIDENCE-BASED BODY OF KNOWLEDGE."

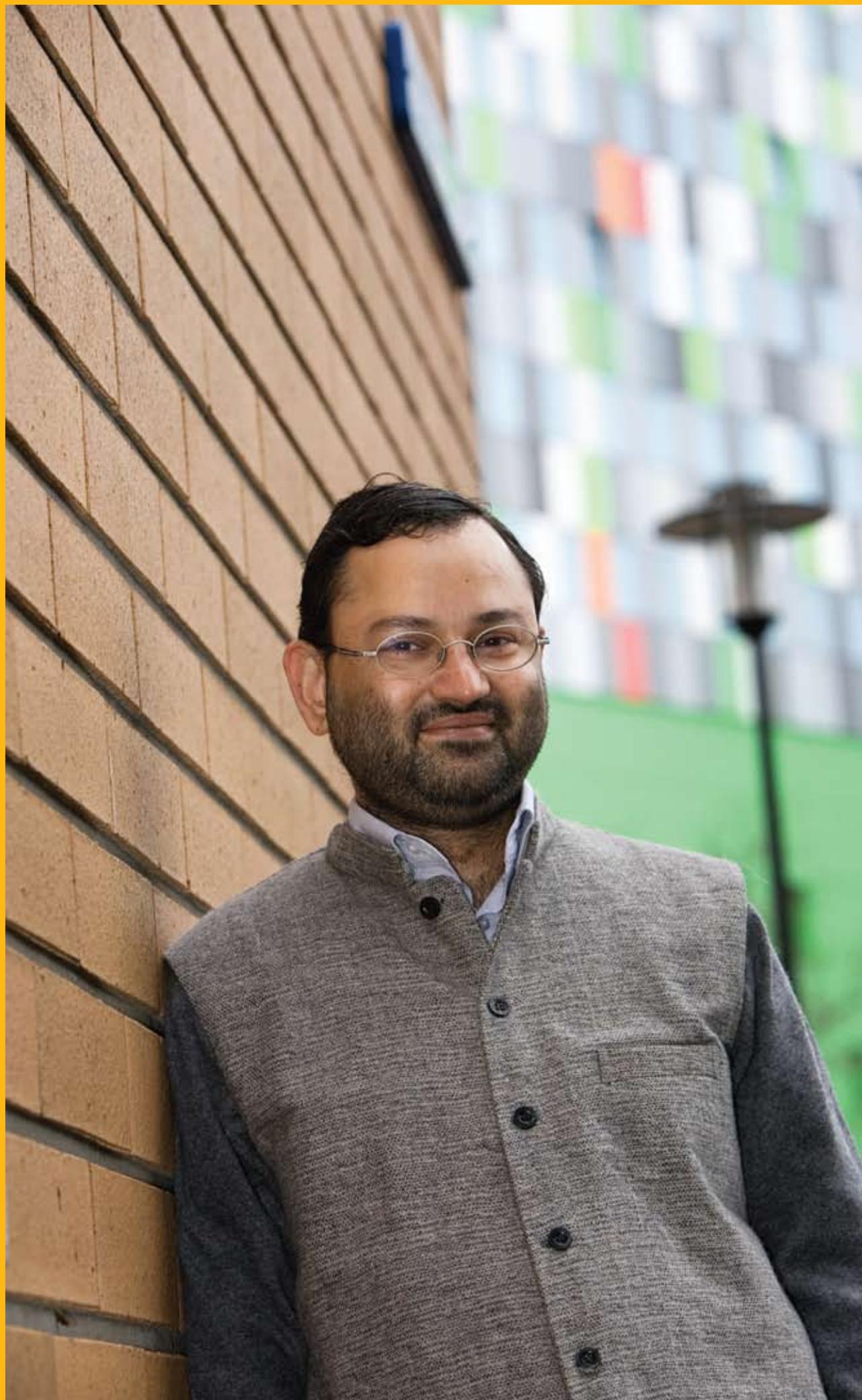
board of various companies. As a member of the board of directors, I am jointly responsible for the benefits package given to members of the executive board. There are few guidelines available to help us to also take sustainability criteria into consideration: a balanced stakeholder approach. Most companies are still looking for help and inspiration and turn to the Dow Jones Sustainability Index for example. There is a need for an evidence-based body of knowledge. It is here that the chair still has a great deal to offer."



PROPOSITION #22

Prince Claus, in his acceptance speech upon receiving an honorary fellowship at the International Institute of Social Studies, 1988:

“Development in the true sense of the word is impossible without some form of democracy which gives the people some say in the process. It is a question of enabling people to direct their energies within their own cultural context to bring about change, in the belief that this is in their own interests. I am not using democracy here in the formal western sense but in its more basic meaning of ‘by the people for the people’.”



PROFESSOR ATUL KUMAR CHAIR HOLDER 2010 - 2012



On the recommendation of the Curatorium of the Prince Claus Chair, Utrecht University has appointed the Indian climate researcher Atul Kumar as holder of the Prince Claus Chair 2010-2012.

During his two year appointment, Professor Atul Kumar will work closely with Professor Ernst Worrell, who is affiliated to Utrecht University's Faculty of Geosciences as Professor of Energy, Resources and Technological Change. Professor Kumar's expertise will make a valuable contribution to climate research at Utrecht University.

Atul Kumar (1977) is a Fellow in Modelling & Economic Analysis at the Energy and Resources Institute (TERI) in New Delhi, India. TERI is an internationally highly visible not-for-profit organisation focusing on scientific challenges in the field of sustainable development, environment and energy. Supported by the Province of Utrecht, Utrecht City and Utrecht University, TERI will establish a European head office in Utrecht in March 2011 to strengthen the links between India and the Utrecht region, and enhance the Utrecht knowledge infrastructure in the field of sustainability. TERI will work closely with the partners of the newly established Utrecht Centre for Earth and Sustainability (Utrecht Centrum voor Aarde en Duurzaamheid - UCAD).

Collaboration will start on the following four topics: biomass conversion, water, energy efficiency and sustainable cities. Professor Kumar is currently conducting research into how renewable energy technologies might be employed to reduce global carbon dioxide emissions. His current areas of research include energy-economy-environment modelling directed towards policy analysis, techno-economics evaluation of energy systems, and assessment of low-carbon strategies and sustainable lifestyles in the context of climate change.

The young scientist already has eleven years' experience in researching climate change, energy policy, energy-system technology and how a sustainable lifestyle can combat climate change.

PROFESSOR IRENE AGYEPONG CHAIR HOLDER 2008 - 2010



REPORT ON ACTIVITIES IN CONCLUDING YEAR 2 AS HOLDER OF THE PRINCE CLAUS CHAIR 2008 - 2010

My final year as holder of the Prince Claus Chair has been both a challenging and rewarding one. WOTRO funding has been approved for a project looking at how integrated basic health systems strengthening interventions may accelerate progress towards attaining MDG 4 and MDG 5 in Ghana. This joint project, developed with partners from the Julius Center, Wageningen, CERES and the University of Cape Town, also aims to generate lessons for the rest of sub-Saharan Africa. The total value of the grant is Euro 800,000. Additional support has also been pledged by development partners in the Ghanaian health sector (FOCUS regions - USAID) and UNICEF to implement and evaluate the planned interventions. FOCUS regions - USAID will support work in the Greater Accra region, while UNICEF efforts are concentrated in the north of the country.

The WOTRO grant will facilitate the training of six PhD candidates, as part of capacity building for the health sector and the tertiary education sector in Ghana. The candidates will be trained in Epidemiology, Medical Anthropology, Health Policy Analysis and Health Policy and Systems Research.

I am delighted that, with this WOTRO grant, the Prince Claus Chair is able to contribute further towards moving Equity and Development forward, in both the health sector and the tertiary education sector that it supports.

While I was still holder of the Prince Claus Chair, I was invited to address the first WHO Global Symposium on Health Systems Research, held in Montreux, Switzerland in November 2010. Details of the symposium can be found on www.hsr-symposium.org, together with my plenary address and other contributions.

PREVIOUS HOLDERS OF THE CHAIR

2007 - 2008



Professor Alcinda Honwana was appointed by the International Institute of Social Studies (ISS) to the Prince Claus Chair. Born in Mozambique, Professor Honwana is an authority on child soldiers in Africa and on the predicament of young Africans in the context of ongoing globalisation processes in post-colonial Africa. Professor Alcinda Honwana resided at the International Institute of Social Studies from April to June 2008 and returned as the co-convenor of an international conference in the autumn of that year.

2006 - 2007



Professor Nasira Jabeen was appointed to the Prince Claus Chair by Utrecht University. Coming from a Pakistani background, Professor Jabeen focuses her teaching and research on the possibilities and constraints of good governance as a concept in the developing world. Professor Nasira Jabeen resided at the Utrecht School of Governance from April to July 2007.

2005 - 2006



Professor Rema Hammami was appointed to the Prince Claus Chair by the International Institute of Social Studies because of her impressive academic contribution, as an intellectual champion, to peace and co-existence in the Palestinian Territories. Her gendered approach provides a valuable point of entry into issues of governance, civil society, citizenship, rights and peace. Professor Rema Hammami resided at the International Institute of Social Studies from April to the end of July 2006.



2004 - 2005

Professor Gaspar Rivera-Salgado was appointed to the Prince Claus Chair by Utrecht University. Born in 1965, he is a sociologist from Mexico. Professor Rivera-Salgado was appointed on the basis of his academic work in the field of indigenous rights, particularly in Latin America and the United States. Professor Rivera-Salgado resided at Utrecht University's Netherlands Institute of Human Rights and School of Human Rights Research from April to June 2005.



2003 - 2004

Professor Amina Mama was appointed to the Prince Claus Chair by the International Institute of Social Studies. Born in 1958, Professor Mama was appointed for her contribution to the academic field of African culture and its relationship to development. Professor Mama resided at the International Institute of Social Studies from mid-April to the end of July 2004.



2002 - 2003

Professor S. Mansoob Murshed was appointed as the first holder of the Prince Claus Chair by Utrecht University. Born in 1958, Professor Murshed is an economist from Bangladesh. Reasons for appointing Professor Murshed included his academic work in the fields of trade and freedom of trade and in the field of peace and conflict management in relation to economic development. Professor Murshed's most recent field of research concerns the economics of conflict. Professor Murshed resided at Utrecht University's Utrecht School of Economics in April, May and June 2003.



THE CURATORIUM OF THE PRINCE CLAUS CHAIR

The Curatorium is responsible for appointing the new Prince Claus Chair. In 2010, the Curatorium comprised the following members:

- Princess Máxima of the Netherlands (Chair)
- Professor Ton Dietz (Vice Chair)
Professor in Human Geography (until 30 April 2010)
University of Amsterdam
Director of African Studies Centre (from 1 May 2010)
- Professor Hans Stoof
Rector Magnificus of Utrecht University
- Professor Louk de la Rive Box (until 30 April 2010)
Rector of the International Institute of Social Studies
Erasmus University Rotterdam
- Professor Leo de Haan (from 1 May 2010)
Rector of the International Institute of Social Studies
Erasmus University Rotterdam

Dr Joop Kessels was Secretary to the Curatorium until 11 April 2010. He was succeeded on 12 April 2010 by Ms Linda Johnson, BA (Hons), MBA.

PARTICIPATING INSTITUTES

The Prince Claus Chair in Development and Equity was established by the International Institute of Social Studies (ISS) and Utrecht University.

THE INTERNATIONAL INSTITUTE OF SOCIAL STUDIES

The International Institute of Social Studies (ISS) of the Erasmus University is a postgraduate school which facilitates and stimulates critical social science through research, teaching, capacity development and public debate. ISS looks at issues such as globalisation, development, poverty, inequality, human rights, human security and the environment. Participants come primarily from the Global South. Founded in 1952, the institute is one of the world's leading centres of higher education and research in the field of social studies. It became part of the Erasmus University, Rotterdam in July 2009.

ISS carries out cutting edge research in a range of development-related areas, including development economics, sociology, political science, anthropology, children and youth, social security, and human rights. ISS shares and deepens knowledge and insight with partners throughout the world.

Teaching at ISS includes postgraduate diploma programmes, a Master of Arts programme in Development Studies and a PhD Programme in Development Studies. ISS also offers executive education and tailor-made courses. More than 11,000 students from all over the world have studied at ISS.

In addition to its academic activities, ISS also provides a national and international platform for public debate and critical reflection on development issues. This important aspect of ISS work stimulates the exchange of knowledge, views and interpretation with the aim of broadening and increasing public understanding.

Further information about ISS work and the programmes on offer can be found at www.iss.nl



UTRECHT UNIVERSITY

Utrecht University is a research university comprising seven faculties that collectively span the entire academic spectrum in teaching and research. Founded in 1636, the University has developed into a leading, modern institution, which enjoys a growing international reputation.

Utrecht University has concentrated its pioneering research into fifteen focal areas. Within these focal areas, scientists have set up new multidisciplinary collaborations with other research organisations, industrial partners and social institutions. By selecting key research themes and adopting an integrated approach, Utrecht University is able to explore solutions to a range of social issues, such as climate change, health, social cohesion and sustainability.

In the Shanghai Ranking, Utrecht University ranks 1st in the Netherlands, 11th in Europe and 50th worldwide. Utrecht University offers a broad range of 50 undergraduate and 175 graduate programmes, 100 of which are English-taught. There are currently almost 30,000 students at Utrecht University, including 2,500 international students from 130 different countries. They are taught and supported by 7,500 members of staff (excluding Faculty of Medicine).

More information on study and research programmes can be found at www.uu.nl



Universiteit Utrecht



CONTACTING THE CURATORIUM



Please address any queries to:

Ms Linda Johnson, BA (Hons), MBA
Secretary to the Curatorium of the Prince Claus Chair
PO Box 29776
2502 LT The Hague
The Netherlands

Tel: +31 (0)70 426 04 96
Fax: +31 (0)70 426 07 14
Email: curatorium@princeclauschair.nl
www.princeclauschair.nl

© Curatorium of the Prince Claus Chair, 2011

Editorial Assistance: Sabel Communicatie (Den Haag) and Cumlingua (Oud Velp)

Photography: A. Eveleens (cover, p. 14), Health Insurance Fund/Maaïke Danz (p. 2),

Robert Vos ANP (p. 6), Unicef/Gilvan Barreto (pp. 8, 22), Piet Gispen (pp. 10, 16, 35),

Pieter van Dorp van Vliet (p. 18), Ivar Pel (p. 18), Jager en Krijger Studio's (pp. 26, 36),

Unicef/Claudio Versiani (p. 30), Echt Mooij fotografie/Arnaud Mooij (p. 32),

Rula Halawani (p. 35), Evelyne Jacq en Maarten Hartman (p. 36), René Miranda (p. 36)

Design: Rita Ottink, Kantens

Printed by: ZuidamUithof Drukkerijen, Utrecht

ISBN: 978-90-393-5534-3

No part of this report may be reproduced in any form
without the permission of the Prince Claus Chair.



A COPY OF THIS REPORT AND OTHER
INFORMATION ON THE PRINCE CLAUS
CHAIR IS AVAILABLE VIA
WWW.PRINCECLAUSCHAIR.NL

