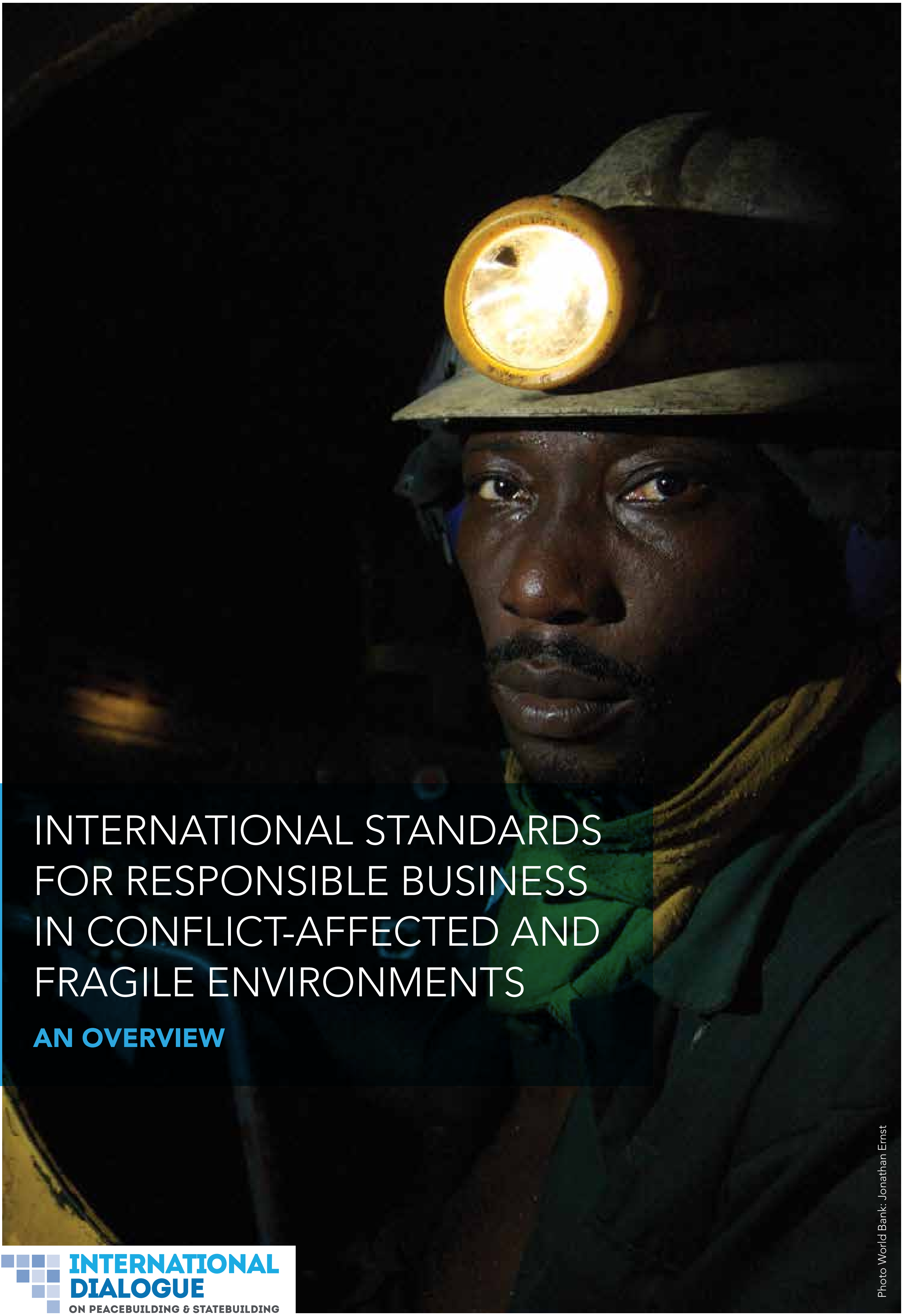

Photo World Bank: Jonathan Ernst

INTERNATIONAL STANDARDS FOR RESPONSIBLE BUSINESS IN CONFLICT-AFFECTED AND FRAGILE ENVIRONMENTS

AN OVERVIEW

INTERNATIONAL DIALOGUE
ON PEACEBUILDING & STATEBUILDING

IN CONFLICT AFFECTED AND FRAGILE ENVIRONMENTS, BUSINESS can:

- **CONTRIBUTE TO PEACE** by helping rebuild the economy, create jobs, deliver services, promote cooperation, and generate revenues.
- **DO HARM** by contributing to human rights violations, corruption, and lack of trust – all of which are causes of conflict and fragility.

IMPLEMENTING INTERNATIONAL STANDARDS for responsible business conduct in these situations can enhance business' contribution to peace and prevent businesses from doing harm.

This brochure provides an overview of some of the key standards that can help business operate responsibly in conflict-affected and fragile environments. They are:

- The UN Guiding Principles on Business and Human Rights, the Global Compact Principles, and the Guidance on Responsible Business in Conflict-Affected and High-risk Areas

OECD

- The OECD Guidelines for Multinational Enterprises, the Risk Awareness Tool for Multinational Enterprises in Weak Governance Zones, and the Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-affected and High-risk Areas

IFC

- The International Finance Corporation (IFC) Performance Standards

VOLUNTARY PRINCIPLES

- The Voluntary Principles on Security and Human Rights

Suggestions on how business can contribute to the goals of the New Deal for Engagement in Fragile States are also provided.

Other initiatives exist that guide responsible business conduct in conflict -affected and fragile environments, such as the Extractive Industries Transparency Initiative (EITI) and the Kimberly Process. These initiatives and resource material to help implement international standards, together with relevant links, are listed at the end of the brochure.

UN Photo: Stuart Price

Key definitions

Standards: "International Standards" are considered, for the purposes of this brochure, as a range of international principles, standards, guidelines and guidance aimed at promoting responsible business conduct.

Conflict-affected and fragile environments refers to countries or regions that are in the midst of violent conflict, or which have recently emerged from it, including countries classified as 'post-conflict'.

Weak governance zones are environments in which governments are unable or unwilling to assume their responsibilities. These "governance failures" lead to broader failures in political, economic and civic institutions that, in turn, create the conditions for endemic violence, crime and corruption and that block economic and social development.

High-risk areas include areas of political instability or repression, institutional weakness, insecurity, collapse of civil infrastructure and widespread violence. Such areas are often characterised by widespread human rights abuses and violations of national or international law.

IMPLEMENTING INTERNATIONAL STANDARDS IS DIFFICULT, even more so in conflict-affected and fragile environments

UN Photo: Marco Dormino

What are the key challenges?

Most international standards for responsible business conduct are voluntary and place no obligation on companies and governments to implement them. Even when they exist, their monitoring and remedy/ grievance/verification mechanisms are weak, seldom utilised, or ineffective. This reduces the incentives to implement international standards, particularly in difficult environments, and undermines their effectiveness and credibility.

- Governments may lack the capacity, willingness, or incentives to hold companies to account. Legal systems may not be in place (e.g. laws that regulate business respect for human rights, such as non -discrimination and labour laws, property, and anti-bribery laws) or may be not enforced. This is often the case in conflict-affected and fragile environments.
- Companies may lack corporate commitment or capacity to implement international standards e.g. at the operational level, in particular small and medium sized companies, including domestic ones), even when they signed up to them. In conflict-affected and fragile environments, they may find it difficult to comply with such standards in the absence of an enabling environment.
- Not all governments or companies have signed up to the key international standards. If implemented only by a few, their impact may not be significant.
- Civil society may be ill equipped to understand or champion the implementation of international standards; it might be politically dangerous for them to do so.
- Little information may be available about the relevant international standards, how to implement them, and their role in preventing corporate misconduct and human rights violations, or about their contribution to promoting responsible business practices and peace.

Civil society organisations raised concerns about the IFC's poor record in sanctioning companies it finances for non-compliance with its standards in conflict-affected and fragile environments. Oxfam withdrew from the Voluntary Principles on Security and Human Rights for lack of third party monitoring. NGO coalition OECD Watch recently pointed out that regarding the OECD guidelines, effective remedy remains rare.

The good news is that businesses and governments are increasingly aware of the importance of responsible business in conflict-affected and fragile environments.

More information, lesson learning and a greater commitment by governments and businesses to the implementation of international standards may help. This could be supported by more legally binding obligations and the consolidation of all standards that are particularly relevant for operating in these environments.

INSIDE the KEY STANDARDS

The United Nations

The UN has been leading in creating global standards on business and human rights, and general principles for responsible business conduct. It has also produced specific guidance on responsible business in conflict-affected and high-risk areas.

UN Guiding Principles on Business and Human Rights (UNGPs), 2011

- Global standard unanimously adopted by the UN Human Rights Council in 2011 and endorsed by businesses and governments worldwide. They apply to all states and to all business enterprises, both transnational and others, regardless of their size, sector, location, ownership and structure.
- They stem from and help implement the UN Protect, Respect and Remedy Framework, based on three pillars: i) The state duty to protect against human rights abuses by third parties; ii) The corporate responsibility to respect human rights; iii) The need for rights and obligations to be matched with appropriate and effective remedies for victims of human rights abuses, both judicial and non-judicial, when breached.
- Comprising 31 principles they guide states and companies on steps to take to protect and respect internationally recognised human rights standards and prevent and redress potential adverse impacts on human rights linked to business activity.
- They are non-binding, but companies are expected to conduct human rights "due diligence" in order to identify, prevent and mitigate adverse human rights impacts, and to account for their performance.
- There are no implementation or reporting duties attached to the UNGPs. Several guidance materialexists to help implement the UNGPs. (See Box 1)
- Some major multi-national companies have developed human rights policies in line with the UNGPs, many have not.

Relevance for conflict-affected and fragile environments

- The risks of human rights abuse in conflict-affected and fragile environments and the links between human rights abuses and conflict are great. Companies operating in these areas must apply enhanced due diligence to avoid contributing to human rights abuses and to conflict. Governments must ensure they do so. The UNGPs set the standards with which companies and governments must comply, including in conflict-affected and fragile environments.
- Some UNGP principles have specific provisions on business and human rights in conflict-affected and fragile environments:

UN Photo: Eskinder Debebe

- *Principle 7:* Home and host states must ensure that businesses operating in conflict-affected areas do not commit or contribute to human rights abuses.
- *Principle 12:* In situations of armed conflict, business enterprises may need to consider additional human rights standards, especially the standards of international humanitarian law.
- *Principle 14:* The responsibility of business enterprises to respect human rights applies to all enterprises operating worldwide, but in conflict-affected areas there may be particular risks with regard to security, the right to life and ethnic discrimination.
- *Principle 17 and 18:* In a conflict context, companies should prioritise human rights due diligence for security services provided by contractors or armed forces.
- *Principle 23:* Companies should treat the risk of being complicit in human rights abuses committed by other actors as a legal compliance issue, and companies should ensure that they do not exacerbate conflict situations.

Specific guidance to help implement the UNGPs

- The Corporate responsibility to respect human rights: An interpretive guide (UN Office of the High Commissioner for Human Rights).
- The UNGPs Reporting Framework (Shift and international accountancy firm Mazars).
- The Human Rights Compliance Assessment (Danish Institute for Human Rights).
- The Human Rights Impact Assessment requirement by the Global Reporting Initiative (GRI).
- The European Commission guidance for three business sectors: Oil & Gas, ICT/Telecommunications, and Employment & Recruitment agencies.
- How to use the UNGPs: A guide for Civil Society Organisations (SOMO, Cividep and CEDHA).

UN Global Compact Ten Principles (2000, updated in 2004) and the Guidance on Responsible Business in Conflict-Affected and High-Risk Areas (2010)

The Ten Principles

- Launched at the same time as the UN Global Compact (and updated in 2004) they guide business in operating in ways that meet fundamental responsibilities in the areas of human rights, labour, environment, and anti-corruption.
- They are derived from the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.
- Local Networks are independent entities that act as a point of contact for UN Global Compact signatories in a given country. They help companies align their strategies and operations to the Ten Principles.

The Guidance on Responsible Business in Conflict-affected and High-risk areas

- Developed jointly by the UN Global Compact and the Principles for Responsible Investment (PRI) initiative, it assists companies and their investors in implementing responsible business practices in conflict-affected and high-risk areas in concert with the Global Compact Ten Principles.
- The Guidance is voluntary and aims to complement applicable national and international laws by promoting international good practice. Companies are expected to produce a "Communication on Progress" document to report on the implementation of the guidance.
- The Guidance categorises responsible business practices into four areas: i) Core Business; ii) Government relations; iii) Local Stakeholder Engagement; iv) Strategic Social Investment.
- Over 130 member companies of the UN Global Compact and of its Business for Peace platform are committed to implementing the Ten Principles in high-risk and conflict-affected areas.

World Bank Photo: Graham Crouch

The UN Principles for Responsible Investment (PRI)

With more than eleven hundred signatories representing almost $35 trillion in assets under management, the PRI has emerged since 2006 as a "licence to do business" in many countries, utilised by investors to demonstrate their commitment to responsible investment and incorporation of environmental, social, and governance (ESG) issues into their investment decision making and ownership practices. Signatories are expected to report on the implementation of the principles.

Relevance for conflict-affected and fragile environments

- The Ten Principles complement the UNGPs by calling for better business practices on labour, environment, and anti-corruption – which are often associated with conflict and fragility – in addition to the respect for human rights. By doing so, they can contribute to creating an environment conducive to economic revitalisation, peace, and development.
- The Guidance explicitly recognises that when companies and investors are able to understand and take steps to address complex issues associated with their business in conflict-affected and high-risk environments, they can mitigate the risks and negative impacts of their actions and can contribute to stability. It provides a specific, practical, and step-by-step process to do so.

Dealing with security issues: the case of Roshan Telecom in Afghanistan

Roshan Telecom, a telecommunications company operating in Afghanistan, in line with the Global Compact Guidance on Responsible Business in Conflict-Affected and High-Risk Areas and the VPs, developed a "Community Engagement Model" under which local communities are given primary responsibility for the security and maintenance of the towers in their neighborhoods. These activities brought jobs and development to the local population and resulted in fewer tower attacks by the Taliban. It also resulted in lower security costs when switching from international to local security providers. Roshan also made a positive impact by improving health through telemedicine, and battling corruption through mobile banking.

The OECD

The OECD standards and guidance for responsible business conduct are the first and most comprehensive such standards. Specific guidance was developed to help their implementation. Some address issues of key concern to conflict-affected and fragile environments.

OECD Guidelines for Multinational Enterprises (the MNE Guidelines), 1976 (updated in 2011)

Risk Awareness Tool for Multinational Enterprises in Weak Governance Zones (2006)

Photo: Dani Symonds

The MNE Guidelines:

- They are recommendations from adhering governments to multinational enterprises. They set principles and standards for responsible business conduct consistent with applicable laws and internationally recognised standards. The standard applies to all sectors, all companies, and all operations of businesses operating in or from adhering countries.
- They address all major areas of business ethics, including information disclosure, human rights, employment and labour, responsible supply chain, environment, and anti-corruption.
- All 34 OECD countries and 12 non-OECD countries adhere to the Guidelines. They cover most of the world's largest corporations but do not cover the activities of businesses from non-adhering countries (e.g. China, Russia, India) in other non-adhering countries.
- They are voluntary for companies, but governments are obligated to promote implementation and companies are expected to act in accordance with the Guidelines. Some matters covered by the Guidelines may also be regulated by national law or international commitments.
- They have a complaint/grievance mechanism for alleged breaches of the Guidelines. Complaints concerning a company's activities can be filed with National Contact Points (NCP) of the country where the business is domiciled or in the country where the alleged violation has taken place, provided this is an adhering country..
- The Guidelines are overseen by the OECD's Working Party on Responsible Business Conduct (within the OECD Investment Committee), which consults regularly with three key stakeholders: the Business and Industry Advisory Committee (BIAC), the Trade Union Advisory Committee (TUAC) and OECD Watch, an international network of civil society organisations (CSOs).

The Risk Awareness Tool

- Designed tocomplement the OECD Guidelines and to help businesses implementing the OECD Guidelines when operating in 'weak governance zones', including conflict-affected areas.
- It addresses risks and ethical dilemmas companies are confronted with in weak governance zones including obeying the law and observing international instruments, heightened care in managing investments, knowing business partners and clients and dealing with public sector officials, and speaking out about wrongdoing.
- It is non- prescriptive and consistent with the objectives and principles of the OECD Guidelines.

Relevance for conflict-affected and fragile environments

- The OECD Guidelines do not set specific standards for conflict-affected and fragile environments. However, due diligence is a key aspect of the Guidelines and companies are expected to conduct risk-based human rights due diligence, and to act upon those findings. If they operate in or with business linked to conflict areas they must conduct enhanced due diligence.
- They are also relevant because the majority of large companies operating in fragile environments are from OECD adhering countries and are expected to implement the Guidelines wherever they operate. Key topics addressed by the OECD Guidelines, such as human rights, labour, and corruption are significant issues in these environments.
- The complaint/grievance mechanism of the OECD Guidelines can be effective in contexts where governments may lack the capacity or will to ensure respect of international and/or national standards on such issues as human rights and corruption. However, effective remedy remains rare.

OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict- affected and High-risk Areas, 2011

- Leading multistakeholder-developed standard for use by any company potentially sourcing minerals and metals from conflict-affected and high-risk areas.
- Provides a framework for detailed risk-based due diligence as a basis for responsible global supply chain management of tin, tantalum, tungsten (3Ts), their ores and mineral derivates, and gold.
- It includes: 1) A 5-step due diligence framework for responsible supply chains of minerals from conflict-affected and high-risk areas; 2) A model mineral supply chain policy; 3) Suggested measures for risk mitigation and indicators for measuring improvement.
- Functions as a common reference for both suppliers and stakeholders, recognises the important role of civil society, and encourages cooperation and consultation throughout the due diligence process.
- It is complemented by a simplified guide to assist companies become certified under the Africa regional mineral certification scheme of the Great Lakes (ICGLR).
- 12 African countries have made due diligence a requirement for issuing certificates under the ICGLR scheme.

The five steps of due diligence

Step 1. Strengthen due diligence skills, internal systems and record keeping, including through chain of custody tracking and/or traceability systems

Step 2. Undertake individually, or in cooperation with customers, a risk assessment of mines, transportation routes, points where minerals are traded and suppliers

Step 3. Engage in risk mitigation and regularly monitor risks in supply chain

Step 4. Participate in audit programmes as they develop

Step 5. Describe annually due diligence efforts and make the report available at your offices and on your website

UN Photo: Yukata Nagata

Relevance for conflict-affected and fragile environments

- The exploitation of 3TG minerals and metals is closely associated with conflict, particularly in the Great Lakes region in Africa.
- The Guidance explicitly recognises that in conflict-affected and high-risk areas, companies involved in mining and trade in minerals can generate income, growth and prosperity, sustain livelihoods and foster local development. But they can also contribute to or be associated with significant adverse impacts, including serious human rights abuses and conflict. It is specifically targeted at helping companies respect human rights and avoid contributing to conflict through their mineral purchasing decisions and practices.

Implementing the standards: the example of the Democratic Republic of the Congo (DRC)

In 2007, Afrimex, a UK-based company trading coltan and cassiterite in the DRC was accused by civil society groups of not implementing the OECD Guidelines and making illicit tax payments to an armed rebel group with a documented record of grave human rights abuses. A complaint was filed by Global Witness with the UK National Contact Point against Afrimex. The UK-NCP issued a strong final statement, in which it confirmed that Afrimex operated in violation of OECD Guidelines and should take measures to prevent conflict, including by ensuring due diligence in its supply chain. This decision was an important development in the field of corporate responsibility for human rights. Unfortunately, NCPs cannot make binding decisions on corporations under the OECD Guidelines or impose sanctions or forms of compensation for victims of human rights abuses. In February 2012, the DRC Government passed a law making it a requirement for all mining and mineral trading companies operating in the DRC to meet the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals in Conflict-affected and High-risk Areas.

The IFC is a major lender in developing countries, and increasingly in conflict affected and fragile environments. Its Performance Standards are relevant for a broad range of actors operating in these contexts.

IFC Performance Standards on Environmental and Social Sustainability (the Performance Standards), 2006 (updated in 2012)

Photo Stock Snap: Kiran Vilapia

• All clients of IFC and of the Multilateral Investment Guarantee Agency (MIGA) must comply with the Performance Standards.

• The objective of the eight Performance Standards is to ensure that the clients avoid, mitigate, or manage the social and environmental risks and impacts of their projects financed by IFC/MIGA. IFC/MIGA monitor their clients' implementation of the standards through required reporting, site visits, etc.

• The Compliance Advisor Ombudsman (CAO) was created to receive complaints related to the activities financed by IFC/MIGA. The CAO's Dispute Resolution function provides a forum for communities and companies to address grievances through dialogue or mediation, if both parties agree. The CAO can also conduct an investigation to determine whether IFC has complied with its commitments in the design and supervision of the project. It does not have the authority to order suspension or cancellation of the project.

• The Performance Standards do not require clients to undertake human rights due diligence, as required by the UNGPs and the OECD Guidelines for Multinational Enterprises.

Relevance for conflict-affected and fragile environments

• Although the Performance Standards are not specific to conflict-affected and fragile environments, they are increasingly relevant because of IFC's growing portfolio in these contexts.

• The most relevant Performance Standards in conflict-affected and fragile environments are:

- *PS 1:* Assessment and Management of Environmental and Social Risks and Impacts: underscores the importance of identifying Environmental and Social Risks and Impacts, which can be particularly high in conflict situations, and managing its performance throughout the life of a project.

- *PS 4:* Community Health, Safety and Security: recognizes that projects can bring benefits to communities, but can also increase potential exposure to risks. It refers specifically to the fact that risks and impacts may be greater in conflict and post-conflict areas, including issues related to the role of private security companies.

- *PS 5:* Land Acquisition and Involuntary Resettlement: applies to physical or economic displacement resulting from land transactions such as expropriation or negotiated settlements.

- *PS 7:* Indigenous Peoples: aims to ensure that the development process fosters full respect for Indigenous Peoples, including the requirement to obtain the free, prior, and informed consent under certain circumstances.

Guidance to implement the performance standards

• Eight Guidance Notes to implement the Performance Standards, including reference materials and good sustainability practices.

• Interpretation Notes on Small and Medium Enterprises and on Financial Intermediaries.

• IFC also has a guide to human rights impact assessment and management, but its use is not a requirement.

The "Equator Principles," which have been adopted by more than 70 of the world's leading investment banks in developed and developing countries, are based on IFC's Performance Standards. These principles are estimated to cover nearly 90% of project financing in emerging markets. However, there is no grievance mechanism equivalent to the Compliance Advisor Ombudsman (CAO) available to communities affected by projects that are financed by Equator Principle Financial Institutions.

The Voluntary Principles are the only international standard that addresses the linkages between security and human rights in conflict-affected and fragile environments. They have led to the development of other initiatives to help improve international practice in this area.

Voluntary Principles on Security and Human Rights (VPs), 2000

UN Photo: Martine Perret

• Principles to guide companies in maintaining the safety and security of their operations while respecting human rights. Developed in response to allegations of human rights abuses committed by private security providers contracted by extractive industries.

• A multi-stakeholder initiative involving 9 governments (Australia, Canada, Colombia, Ghana, The Netherlands, Norway, Switzerland, United Kingdom and United States), 27 oil, gas and mining companies, and 10 NGOs.

• Provide a framework for companies to manage risk effectively by:

- Conducting a comprehensive assessment of human rights risks associated with security
- Engaging appropriately with public and private security service providers and surrounding communities in complex environments
- Instituting human rights screenings of and trainings for public and private security forces
- Developing systems for reporting and investigating allegations of human rights abuses

• Members must submit annual reports on how they are implementing the VPs.

Relevance for conflict-affected and fragile environments

• Extractive industries have a strong presence in conflict-affected and fragile countries where security is a major issue and governments' capacity to provide it is low, and because of the presence of armed groups.

• Extractive companies often hire private security providers who do not always operate in a conflict-sensitive way. As a result, many companies are directly or indirectly involved in human rights violations.

• The VPs focus on helping companies address security issues while respecting human rights in conflict-affected and fragile environments.

Initiatives that complement the VPs include:

• The Implementation Guidance Tool for the VPs by the Democratic Control of Armed Forces (DCAF) and the International Committee of the Red Cross (ICRC).

• The Toolkit for Addressing Security and Human Rights Challenges in Complex Environments, by DCAF and ICRC.

• The National-Level Implementation Guidance Note for the VPs by the Fund for Peace, International Alert, and the Norwegian Ministry of Foreign Affairs, to provide guidance for initiating or supporting a national-level process to implement the VPs.

• The International Code of Conduct for Private Security Providers (ICoC), a multi-stakeholder initiative on the responsibility of private security providers to prevent the occurrence of human rights abuses.

Conflict Sensitive Business Practice Guidance for Extractive Industries (2005, to be updated in 2015)

Created by International Alert, can help companies within extractive industries adopt a conflict-sensitive approach to their operations. Useful in combination with other initiatives, like the Voluntary Principles or the Extractive Industries Transparency Initiative. It can be used by non-extractive industries too. Helps NGOs or affected communities understand the potential risks and impacts of companies operating in conflict-affected and fragile environments.

It includes a series of practical documents on doing business in situations at risk of conflict help understand conflict risk: A Screening Tool and a framework for early identification of conflict risk, alerting the company to the level of urgency required for mainstreaming a conflict-sensitive approach; A Macro-level and Project-level Conflict Risk and Impact Assessment tools, to deepen the initial assessment made; Guidance on issues where conflict could arise during a company's operation (e.g. dealing with stakeholder engagement, resettlement, compensation, indigenous peoples, social investment, dealing with armed groups, security arrangements, human rights, corruption and transparency).

The New Deal is a key framework guiding national and international action in conflict-affected and fragile environments developed jointly by conflict affected countries and international partners.

THE NEW DEAL FOR ENGAGEMENT IN FRAGILE STATES (the NEW DEAL), 2011

UN Photo: Isaac Billy

The New Deal, signed by more than 40 countries and organisations, sets out five Peacebuilding and Statebuilding

Goals (PSGs), principles, and commitments to help countries transition out of conflict and fragility. It recognises the role for private sector in contributing to building peaceful states and societies. Of particular relevance are:

PSG 1 - Inclusive / legitimate politics. Inclusive political settlements are fundamental for conflict resolution and for rebuilding trust and peace in societies emerging from conflict. This requires the participation of all key actors in society. Conflict sensitivity is key. Through its business practices, the private sector can play a critical role in either reinforcing or undermining inclusive politics.

PSG 3 - Economic foundations. All actors, including the private sector, can help generate employment and improve livelihoods and thus help countries recover from a crisis. Private sector actors can identify the best ways to ensure their businesses contribute to this goal.

PSG 4 - Revenues & services. Domestic resource mobilisation from taxation (e.g. corporate taxes), the sound management of revenues and accountable and fair service delivery are key for re-building the trust between the state and society in conflict affected and fragile contexts. As a major contributor to revenue generation, particularly in countries with an important extractive sector, the private sector can play a unique role through sound and fair corporate tax compliance, and in the delivery of basic services, in ways that reinforce institutional capacity, even in crisis affected contexts.

- **One national vision and plan** is necessary to lead a country out of conflict and fragility. Private sector actors, both domestic and international ones, should make themselves aware of the country's existing national plan, in order to maximise alignment and complementarity, where possible, and to ensure their own investment plans investment plans do not undermine national economic recovery and development.
- **Country compacts** are written agreements between governments and external actors, including investors, which outline the terms and conditions for partnership over a given period. Private sector actors should participate in the design and implementation of compacts, outlining what their specific contribution will be, how they will implement it, and how they will be held accountable for delivering on it.
- **Being transparent, using national / country systems,** and building the capacity of public institutions are key to ensuring that countries can rebuild their institutions by reinforcing and making the best use of their own resources and capacities in ways that allow them to become more resilient. Private sector actors should commit to the same approach by implementing existing standards on transparency, such as the Extractive Industry Transparency Initiative, and by investing in country systems and capacities as core elements of responsible business.

Useful reference and links

GENERAL STANDARD AND IMPLEMENTING GUIDANCE

UN Guiding Principles on Business and Human Rights (UNGPs)
http://www.ohchr.org/EN/Issues/Business/Pages/BusinessIndex.aspx

The Corporate responsibility to respect human rights: An interpretive guide
http://www.ohchr.org/documents/publications/hr.pub.12.2_en.pdf

UNGPs Reporting Framework
http://www.ungpreporting.org/

Human Rights Compliance Assessment
https://hrca2.humanrightsbusiness.org/Page-HumanRightsComplianceAssessment-35.aspx

European Commission guidance on the implementation of the UNGPs
www.ec.europa.eu/enterprise/policies/sustainable-business/documents/corporate-social-responsibility/index_en.htm

How to use the UNGPs: A guide for Civil Society Organisations (SOMO)
www.somo.nl/publications-en/Publication_3899

OECD Guidelines for Multinational Enterprises
http://mneguidelines.oecd.org/

IFC Performance Standards on Environmental and Social Sustainability
http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/IFC+Sustainability/Our+Approach/Risk+Management/Performance+Standards/

IFC Eight Guidance Notes
http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/our+approach/risk+management/performance+standards/performance+standards+-+2012

IFC Interpretative Notes on Small and Medium Enterprises and on Financial Intermediaries
http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+sustainability/our+approach/risk+management/performance+standards/environmental+and+social+performance+standards+and+guidance+notes

IFC guide to human rights impact assessment and management
http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Guide+to+Human+Rights+Impact+Assessment+and+Management

The Principles for Responsible Investment Initiative
http://www.unpri.org/about-pri/the-six-principles/

The Equator Principles
http://www.equator-principles.com

RESOURCES SPECIFIC TO CONFLICT AFFECTED AND FRAGILE ENVIRONMENTS

Multi-sector

UN Global Compact Guidance on Responsible Business in Conflict-Affected and High-Risk Areas
https://www.unglobalcompact.org/resources/281

OECD Risk Awareness Tool
http://www.oecd.org/corporate/mne/weakgovernancezones-riskawarenesstoolformultinationalenterprises-oecd.htm

Redflags Portal
http://www.redflags.info/

From Red to Green Flags Report
http://www.ihrb.org/publications/reports/from_red_to_green_flags.html

Sector specific

OECD Due Diligence Guidance for Responsible Supply Chains of Minerals
http://www.oecd.org/daf/inv/mne/mining.htm

Obtaining ICGLR Certification - simplified guide for companies
http://www.oecd.org/daf/inv/mne/EasytoUseGuide_English.pdf

Conflict Sensitive Business Practice Guidance for Extractive Industries
http://www.international-alert.org/resources/publications/csbp-extractive-industries-en

Extractive Industries Transparency Initiative
https://eiti.org/

Due Diligence Guidance for Meaningful Stakeholder Engagement in the Extractives Sector
http://www.oecd.org/daf/inv/mne/OECD-Guidance-Extractives-Sector-Stakeholder-Engagement.pdf

Kimberley Process Certification Scheme
http://www.kimberleyprocess.com/en

IPIECA Guide to operating in areas of conflict for the oil and gas industry
http://www.ipieca.org/publication/guide-operating-areas-conflict-oiland-gas-industry

Conflict Free Sourcing Initiative
http://www.conflictfreesourcing.org/

ITRI Tin Supply Chain Initiative
https://www.itri.co.uk/

Conflict Free Tin Initiative
http://solutions-network.org/site-cfti/

Conflict-Free Gold Standard
http://www.gold.org/sites/default/files/documents/Conflict_Free_Gold_Standard_English.pdf

Voluntary Principles on Security and Human Rights
http://www.voluntaryprinciples.org/

Implementation Guidance Tool for the VPs, by DCAF and ICRC
www.voluntaryprinciples.org/files/Implementation_Guidance_Tools.pdf

Toolkit for Addressing Security and Human Rights Challenges in Complex Environments by DCAF and ICRC
www.securityhumanrightshub.org/content/toolkit

National-Level Implementation Guidance Note for the VPs, by the Fund for Peace, International Alert and the Norwegian Ministry of Foreign Affair
www.international-alert.org/resources/publications/voluntary-principles-security-and-human-rights

International Code of Conduct for Private Security Service Providers
http://icoca.ch/en/the_icoc

Roundtable on Sustainable Palm Oil
http://www.rspo.org/

Country specific initiatives

Democratic Republic of Congo: Great Lakes Mineral Tracking and Certification Scheme
http://www.icglr.org/images/ICGLR%20Certification%20Manual%20 Final%20Nov%202011En.pdf

Manual Conflict Sensitivity Due Diligence for Timber Companies in the Congo Basin
https://ic.fsc.org/preview.swisspeace-danzer-conflict-due-diligence-manual-en.a-3563.pdf

Do No Harm Guide for companies sourcing from the DRC
http://www.globalwitness.org/library/do-no-harm-guide-companiessourcing-drc

Colombia Guidelines on Human Rights and International Humanitarian Law
http://archive.ideaspaz.org/images/Propuestas%204%20Guias%20Colombia%20FINAL%20agosto%202013%20web.pdf

Chinese Guidelines for Social Responsibility in Outbound Mining Investments
https://www.emm-network.org/wp-content/uploads/2014/10/Guidelines-for-Social-Responsibility-in-Outbound-Mining-Investments.pdf

Indian National Voluntary Guidelines for the Social, Environmental and Economic Responsibilities of Business
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NEWDEAL

The New Deal facilitates country-led and country-owned transitions out of fragility. It fosters cooperation and mutual trust between stakeholders to guarantee better results.

The 5 Peacebuilding and Statebuilding Goals (PSGs):

- **Legitimate Politics;** foster inclusive politics
- **Security;** establish and strengthen security for all
- **Justice;** address and increase people's access to justice
- **Economic Foundations;** develop jobs and opportunities
- **Revenues & Services;** manage resources and create capacity for fair service delivery

These goals should guide the identification of peacebuilding and statebuilding priorities and donor engagement at the country level.

INTERNATIONAL DIALOGUE ON PEACEBUILDING & STATEBUILDING

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