

A smiling woman with dark skin, wearing a leopard-print headwrap and a light-colored striped shirt, is holding a large bunch of ginger roots. She is standing in a field with large green leaves in the background. The image is used as a background for a document cover.

# **Guidance Note on Responsible Business Conduct**

A practical tool on how to work  
with RBC in Danida Business  
Partnership projects

**DGBP / DMDP**

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# 1. ABOUT THIS GUIDE

This guidance document has been developed to clarify and support responsible business conduct (RBC) in Danida Business Partnerships, more specifically the Market Development Partnerships (DMDP) projects and the Green Business Partnerships (DGBP).

## 1.1 Structure

The guide is structured as follows:

- *Section 1: About this Guide* provides an outline of the guidance and a description of the target audience.
- *Section 2: About Responsible Business Conduct* provides information on responsible business conduct, including as it relates to the DMDP and DGBP programmes and projects. It includes an **overview of the main international frameworks** and standards that guide RBC, including the UN Global Compact, UNGPs, OECD Guidelines, and SDGs
- *Section 3: RBC Risks in Development – Issues and Case Studies* provides guidance on some of the common RBC risks which arise in the context of development projects, using **case studies to share challenges and good practices** on addressing **gender, decent work and working with partners on RBC**.
- *Section 4: Responsible Business Conduct and Danida Business Partnership Processes* contains an **outline of DMDP's and DGBP's approach to RBC** and summarises the requirements and procedures relevant to RBC. It also includes **guidance on how to implement RBC** in the context of a DMDP/DGBP project.
- *Annexes* contain tools and resources.

## 1.2 Who can use this guidance?

This guide is designed for international and local DMDP and DGBP partners to build their capacity and also assist in building capacity across the partnership, as well as implement measures to address RBC in the context of a partnership project. The guide can be used in three ways by such actors:

1. It can be used to build more awareness and capacity on RBC in general and in the context of DMDP and DGBP specifically.
2. It can be used to understand the practical expectations on RBC in DMDP and DGBP project development, implementation, and follow-up, including key concepts and challenges, as well as practice from past and current DMDP projects.
3. As the guide is comprehensive, partners can choose to dive into a specific topic of interest, the guide does not necessarily need to be read from A-Z.



## 2. ABOUT RESPONSIBLE BUSINESS CONDUCT

### 2.1 Why engage in Responsible Business Conduct?

DMDP and DGBP projects are expected to engage in Responsible Business Conduct (RBC). RBC can create value for the projects, businesses, and the wider market in several ways:

- **Preventing and mitigating risks of harm to people as well as reputational, legal and economic risks for businesses.**
- **Engaging in and promoting RBC through DMDP and DGBP projects can contribute to improvements in the overall political, legal and economic environment in which a business operates.** Projects can play a key role in engaging local actors to enhance their understanding, capacities, and knowledge of RBC, including by communicating with local commercial partners on the ‘business case’ for respecting human rights and implementing RBC.
- **Managing RBC effectively can also make good business sense. It gives easier** access to new markets, business opportunities and customers where adherence to such standards is a precondition; reduction of direct and indirect operating costs and reduction of resources dependency in the value chain. For example, import of raw materials, energy supply and efficiency, waste recycling, water depletion, and productivity increase in general; improved access to capital and skills, improved customer satisfaction, and improved community and public relations.

The DMDP and DGBP Secretariat have developed a risk management system with a due diligence process tool, which supports DMDP and DGBP partners in creating awareness of, assessing and mitigating the negative impacts of the business and development activities of the partnerships. It is developed and adapted to the specific needs and context of the DMDP and DGBP partnerships. The specific impact criteria and standards are based on international guiding principles and standards for good and responsible business. In particular from the UN Global Compact, UN Guiding Principles on Business and Human Rights and OECD Guidelines for Multinational Enterprises (see section 2.2).

The tool is to a large extent risk, compliance and rights-based, with a “license to operate” approach. It covers four dimensions of RBC: human rights, labour rights, environment and corruption, which are further defined in section 3. It encourages stakeholders to enhance their positive impact on sustainable development and contribution to achieving the UN Sustainable Development Goals.

The practical tool, which the partners are encouraged to use and follow, is the five-step process as described in section 4.1. plus a separate screening tool (excel sheet) and an action plan template in Annex 1. This enables the DMDP and DGBP partners to effectively monitor, manage and implement measures to be included in the ongoing project activities. RBC and the due diligence process tool should be considered as an integrated part of both the overall risk management of the project and business development and the governance of the partnerships.

Implementing RBC principles can be a driver for business innovation and increase both internal and external value and sustainability. Through smarter and more sustainable operations companies can attract a better work-force and promote knowledge cooperation in the value chain, including producing higher value products and services.

Businesses who have stepped up RBC efforts often do so to ‘walk the talk’ of company values, in response to reputational risk (e.g. to avoid negative press coverage), financial/strategic risks and opportunities (e.g. to avoid community opposition that can delay projects; to attract and retain motivated employees) and legal considerations (e.g. to stay ahead of the regulatory curve and avoid any possible litigation because of negative impacts).

There is evidence that RBC, including good environmental and human rights governance, leads to better performing businesses. E.g., research from the ILO **Better Work** programme shows that factories experience a 6% increase in profitability when workers perceive improvements in working conditions. Respect for human rights can also help obtain a ‘social license to operate’ and avoid conflicts with communities. Similarly, recent reports such as the New Climate Economy 2018 report argue for how adhering to and integrating environmental standards and climate change action into business practices make economic sense. The recent recognition by the UN Human Rights Council (2021) that a clean, healthy, and sustainable environment is an important human right further underlines the growing importance of aligning business practices with environmental sustainability. See [this resource](#) for an overview of the latest research on the business case for human rights. The International Finance Corporation provides an overview of the business case for sustainability [here](#).

## BOX 1: DISTINCTION BETWEEN CSR, RBC AND BUSINESS AND HUMAN RIGHTS

There has been an increasing expectation that businesses should take responsibility for people, the planet and society. This expectation is captured by different terms:

**Corporate social responsibility (CSR)** is often associated with softer, voluntary actions by companies and corporate philanthropy that are not always related to companies’ core business activities or impacts.

**Responsible business conduct (RBC)** is a term developed by the OECD in its Guidelines for Multinational Enterprises. It refers to a business (a) making a positive contribution to economic, environmental and social progress with a view to achieve sustainable development, and (b) avoiding and addressing adverse impacts related to an enterprise’s direct and indirect operations, products or services. It covers human rights (including labour rights), environment and anti-corruption.

**Business and Human Rights (BHR)** is a term closely associated with the UN Guiding Principles on Business and Human Rights (**UNGPs**). It touches on many aspects of RBC and is focused specifically on the human rights impacts of business. It refers to the duties of states to protect against human rights abuses by companies, the responsibilities of business actors to respect human rights in their operations and business relationships and the need for access to remedy where abuses occur.

Although there are differences between these concepts, they all call on businesses to make a positive contribution to sustainable development through managing risks and impacts resulting from their operations and business relationships and expect businesses to go beyond simply complying with local laws or industry practices or ‘offsetting’ negative impacts through philanthropy.

## 2.2 International principles and standards to guide RBC

In addition, the private sector plays a key role in delivering the long-term climate change goals of the Paris Agreement (2015). All companies and businesses have to consider what risks climate change poses to their business model. There is a growing landscape of business and private sector-led climate action alliances that provide guidance and inspiration for the private sector on how to address climate change risks and how to take action on climate change. Initiatives such as **the Science Based Target Initiative (SBTi)**, the Carbon Disclosure Project (**CDP**), and the **WeMeanBusiness Coalition** are among the most outstanding examples of private sector alliances.

The RBC standards and scope is guided by a number of prevailing international voluntary principles and standards for responsible business. In this regard the ten principles under the UN Global Compact (UNGC) provide the fundamental structure and context for the RBC. The 2000 **UN Global Compact** is a voluntary framework that outlines 10 broad principles (see box 2) within human rights, labour, environment and anti-corruption that companies signing up to the initiative shall commit to. **Local networks of the UN Global Compact** support companies and other stakeholders to advance the 10 principles.

### BOX 2: THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

The ten principles of the UN Global Compact are a concise list of the fundamental responsibilities of businesses with respect to RBC.

Referring to these ten principles can be a useful means of kick-starting a discussion on RBC within a multistakeholder partnership, that can then be developed further by using both this guidance and the more detailed international frameworks referred to above.

#### Human rights

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

#### Labour

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

#### Environment:

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

#### Anti-corruption:

10. Businesses should work against corruption in all its forms, including extortion and bribery. ►

These principles 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. Whereas climate change is not per se mentioned under the ten principles the UN Global Compact has identified the linkages between principles 1, 2, 7, 8 and 9; and climate change issues.

The UN **Sustainable Development Goals (SDG)** adopted in 2016 by the UN member states, build on and reflect major multilateral agreements and frameworks for sustainable development. It is today considered the framework for all aspects of sustainability, including the ten fundamental principles for conducting responsible business as depicted in the UNGC. The SDGs calls on business to deploy its innovation capacity towards the realisation of the SDGs.

Specifically on human rights, the 2011 **UN Guiding Principles on Business and Human Rights (UNGPs)** set out the respective duties and responsibilities of state and business actors for preventing and addressing the risk of negative human rights impacts by business activities, and the shared responsibility to provide access to an effective remedy. They introduced the concept of human rights due diligence, with which the five-step process outlined in this guidance is aligned.

Specifically on labour and decent work, the 2017 edition of the **ILO Tripartite Declaration of Principles concerning Multinational Enterprises** and social policy provides guidance to enterprises on social policy and decent work. Likewise, a range of initiatives has been initiated to support the private sector and business actors in contributing to the achievement of the climate change goals under the Paris Agreement. Beyond the initiatives mentioned above, the UN led Marrakech Partnership and its **Race2Zero campaign** bring together the private sector in joined climate change efforts.

In addition, the **Standards Map**, lists a large number of voluntary standards and guidance materials developed by industry associations and multi-stakeholder initiatives. The **NAZCA platform** managed by the UNFCCC maps and tracks all actions of non-state actors toward tackling climate change challenges on global, local and sub-regional levels.

### **BOX 3: MANAGING CONFLICTS BETWEEN INTERNATIONAL STANDARDS AND LOCAL LAWS OR PRACTICES**

There is potential for conflicts to arise between national laws or practices and the expectations of the international standards set out above, and in some cases, it may be that no national laws, practices or standards exist. The type of actions that should be taken in the event of such a discrepancy can differ widely depending on the context. The UN Global Compact and the **British Institute of International and Comparative Law (BIICL)** have each published guidance with recommendations to support decision-making in such circumstances. Some of the suggested good practices include lobbying of national governments, enlisting the support of influential third-party organisations, or other means, such as increasing leverage by acting collectively through multi-stakeholder initiatives or industry associations.

### 3. THE FOUR DIMENSIONS OF RBC: HUMAN RIGHTS, LABOUR, ENVIRONMENT AND ANTI-CORRUPTION

#### 3.1 Human Rights

The UNGPs expect businesses to respect ‘internationally recognized human rights’ and goes on to define that to be, at a minimum, those included in the International Bill of Human Rights and the ILO core conventions. These include rights and freedoms which cover civil, political, economic, social and cultural rights as well as labour rights. Human rights including labour rights are often implemented in national laws, rules, guidelines and frameworks. A list of all rights including examples of how businesses can impact on each right is [available online](#).

- Examples of civil and political rights are the right to privacy, freedom of movement and freedom of expression.
- Examples of economic, social and cultural rights are the right to an adequate standard of living, the rights to health and to education.
- Examples of labour rights include abolition of child labour, the right to non-discrimination in employment and occupation as well as freedom of association and the right of collective bargaining.
- The Human Rights Council also recently declared the right to access to a clean, healthy and sustainable environment as a human right.

A business activity may lead to adverse human rights impact in the following three ways:

- The business may **cause** adverse human rights impacts through its own activities, for example, by causing a community resettlement that is not in line with international good practice, by causing pollution in violation of the right to a healthy environment, or through a failure to respect freedom of association or other labour rights among the company's own workers.
- The business may **contribute** to adverse human rights impacts, for example, by creating incentives for another actor to abuse human rights, such as by negotiating low-cost and quick-turnaround times with a supplier which causes the supplier to engage in labour abuses; or by facilitating or enabling an abuse, for example, by providing personal information about users of an online social networking service to a repressive regime.
- The business operations, products or services may be **directly linked** to adverse human rights impacts through a business relationship with a supplier, for example, where a company is sourcing components for electronic equipment from suppliers that use minerals sourced from conflict-affected areas.



## BOX 4: FROM SOFT LAW TO HARD LAW: MANDATORY HUMAN RIGHTS AND ENVIRONMENTAL DUE DILIGENCE

At national level, there are increasing efforts by states to include mandatory due diligence obligations for businesses in their national laws, some of which could involve the imposition of a legal duty of care despite the fact that the UNGPs and OECD guidelines are “soft law”, i.e. authoritative international frameworks that have a primarily normative rather than legally binding effect. Examples of hard laws include legislation aimed at the elimination of forced labour, such as the 2015 UK Modern Slavery Act or the 2019 Dutch Child Labour Due Diligence Law, or legislation including broader environmental and HRDD obligations, such as the 2017 French Duty of Vigilance Law. In part due to these national developments, the European Commission is currently working towards an EU wide mandatory due diligence law which would require Member States to enact their own hard law obligations on companies.

In addition to legislative developments at national and European levels, an intergovernmental working group within the United Nations is mandated to elaborate a legally binding international agreement to regulate, in international human rights law, the activities of transnational corporations and other business enterprises.

This means that although at present many of the RBC expectations set out in the main international frameworks are not legally binding, these obligations are beginning to crystallise into hard law obligations. Partnerships should aim to align as closely as possible with these standards in order to ensure that they are “future proof” and able to anticipate these legal developments.

## Gender in development

Equality between genders is part of Human Rights and is in the context of DMDP and DGBP projects an important focus area. **Women and men are impacted differently by development projects.** Frequently women bear a disproportionate burden of adverse impacts and are less likely to share in the benefits. While SDG 8 is at the core of DMDP projects and a key objective for DGBP projects, partnerships should also take into account the full range of SDGs, including SDG5: Equal opportunities for all genders. While SDG 5 expressly concerns gender, there is a gender dimension to all SDGs and actions taken on SDG 5 can lead to inclusive socio-economic development and opportunities, which will have a positive spillover effect on most SDGs.

Gendered social relations mean that societal norms apply to women and men differently, as a function of their position and relation to one another within society. **Gender relations shape women’s and men’s access to resources and participation in decision-making processes, with the result that women’s and men’s lived realities are different, including how they are impacted by development projects.**

Despite this, development projects frequently take a gender-neutral approach. As a consequence, women are often marginalised in stakeholder engagement, and their rights are insufficiently considered in project planning and implementation. This means that projects miss out on a comprehensive understanding of the social context, their impacts on workers and communities, and how these can best be addressed. Opportunities to engage with women as change agents in the family or community can also be missed when a project does not adequately take gender into account.

Projects that have a specific focus on climate change and environmental aspects also need to consider the disproportionate effects climate change has on women, girls, indigenous peoples, the poor and other marginalised groups in societies. Multiple studies have shown that marginalised groups are in particular affected by climate change impacts and environmental degradation – even more so if they live in geographic areas that are prone and/or vulnerable to climate change.

**Partnerships should aim to mainstream gender in their projects**, integrating gender considerations into projects and programming, making gender-specific interventions and engaging in dialogue.

## CASE STUDY 1: EMPOWERING PAKISTANI WOMEN THROUGH FINANCIAL INCLUSION AND ECONOMIC GROWTH

The project, “Empowering Pakistani Women Through Financial Inclusion and Economic Growth” is a collaboration between Unilever, Rural Support Network Pakistan (RSPN), Mobilink Microfinance Bank Limited (JazzCash) and BopInc. The project aims to recruit and train 3,000 women in rural Pakistan to work as sales agents (GuddiBajis), selling health and hygiene products supplied by Unilever and digital financial services as JazzCash mobile money agents. The development objective is to create decent employment and income for low-income women retailers and to expand the financial inclusion of women.

Women sales agents were selected through RSPN's social mobilization network based on criteria such as education, access to a feature phone, willingness to do business, communications skills and ability to be mobile in their community. The project trained women on topics such as sales and financial literacy. Sales agents began by selling Unilever products, which required less technical expertise and training, and then moved on to JazzCash. The project took steps to ensure that JazzCash training was clear and easy to understand and involved demonstrations of transactions.

Building gender sensitivity into the project was critical. This meant identifying the particular needs of women, such as ensuring that women were able to travel, work and return home within daylight hours, or that training needed to be adapted to levels of education and experience. Women sales agents were supported through training on safety and reporting sexual harassment, as well as monthly gatherings to share experiences. Key learnings include:

- **Working with men:** While engaging with and providing opportunities for women is the core focus of the project, it became clear that male influencers in the community had a powerful role to play in ensuring the success of project interventions. As men are often the key decision makers in the communities in which the project operates, it is important to include them early in the project to explain not only how participation can benefit the family as a whole, but also to allay concerns about risks to women's safety. In the context of this project, male family members expressed concern about women who were working as mobile money agents distributing their phone number, and thereby being exposed to harassment. Identifying and addressing these concerns early can help minimize rates of dropout and ensure that women can continue to benefit from participation. ►



Gaining the support of male members of households can also help address constraints on women – male family members can, for example, help receive stock where it is delivered far from the household and would otherwise be challenging for women to retrieve during daylight hours.

- **Sensitizing commercial partners:** The project identified a need to ensure that all people who have touch points with women need to participate in gender sensitivity training. This included field teams of local commercial partners, who had less experience engaging with female sales agents, particularly those who come from a rural setting. Ensuring that a commitment to training on these issues is given by all partners from the outset of a project can align expectations and ensure that all partnerships take ownership of the issue.
- **Aligning expectations early:** Getting partner buy in from the outset is key. Having a dialogue with all partners can help align expectations and get commitments with respect to key project interventions, such as ensuring that all stakeholders will get sensitivity training. In order to ensure that gender issues are prioritized, all partners, including local commercial partners, should be encouraged to set targets on gender interventions that are applicable not only at HQ but are also adhered to by regional offices and field teams. Co-creating KPIs among partners can be an effective means of ensuring that all parties are aligned, and project interventions are prioritized and embedded in core business strategy. This approach can also help project interventions to continue beyond the life of the project.
- **Taking an iterative approach:** Adopting an iterative approach can enable a project to address issues early on before scaling up. Recruiting and training a small group of women can help identify issues and learnings which can then be incorporated into the next round of training making the project more agile. However, it can be challenging to take an iterative approach and ensure ongoing learning when partners follow different paces and working methods. Aligning expectations among partners early in the project can help mitigate risks associated with different working styles and ensure that interventions are embedded from the outset. >

- **Appreciate that change takes time:** While a project can have an impact on women's empowerment it can take decades for social norms to evolve, especially on gender-related issues. Partners should be realistic about what can be achieved over the lifespan of a project and set goals accordingly. A short-term project can plant seeds and open conversation, but projects should aim for interventions to survive beyond the life of the project and be carried on in the long term by commercial partners.

## 3.2 Labour

Decent work and the four pillars of the Decent Work Agenda – employment creation, social protection, rights at work, and social dialogue – are integral elements of the 2030 Agenda and the 17 Sustainable Development Goals (SDGs). SDG 8 calls for the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work, but key aspects of decent work are widely embedded in the targets of many of the other 16 SDGs. The International Labour Organization (**ILO**) defines decent work as “productive work for women and men in conditions of freedom, equity, security and human dignity”. The key elements of decent work are that:

- it pays a fair income;
- it guarantees a secure form of employment and safe working conditions;
- it ensures equal opportunities and treatment for all;
- it includes social protection for the workers and their families;
- it offers prospects for personal development and encourages social integration; and
- workers are free to express their concerns and to organise.

A full set of decent work indicators developed by the ILO can be found [online](#).

Further, the ILO has recently also responded to the efforts of countries to act on climate change and transition to low carbon economies and is thus providing examples of green and decent jobs addressing the perceived dichotomy between the loss of unsustainable, dirty jobs and the creation of sustainable clean jobs. Green jobs are defined as contributing to the preservation and restoration of the environment. According to the ILO green jobs help to:

- improve energy and raw materials efficiency
- limit greenhouse gas emissions
- minimize waste and pollution
- protect and restore ecosystems
- support adaptation to the effects of climate change

Ensuring decent work in the context of a DMDP or DGBP project can be challenging, given that projects often engage with MSMEs and the informal sector where scarcity of resources

and lack of socialisation to the importance of RBC and decent and green work standards can be barriers. While there is a clear expectation that international commercial partners adhere to decent work standards, partnerships may need to **take an iterative approach** to the improvement of working conditions where MSMEs or the informal sector is involved. For DGBP projects that specifically also aim at creating or supporting decent green jobs, partnerships should look further into examples of decent green jobs and consider whether the jobs also contribute to more environmentally friendly production processes. Taking an iterative approach to this can include strategies such as **training on minimum standards, explaining the benefits of adhering to decent work standards, assessing the production of green products and services vs employment in environmentally friendly processes and collective action, including following ILO guidelines for a just transition.**

## CASE STUDY 2: WASTE-TO-VALUE

The “Waste-to-Value” project is a collaboration between WWF and Plastix A/S along with JIL Industries, Mr Green Trading Africa and PETCO Kenya. The project aims at transforming plastic waste otherwise discarded in the environment into valuable products whilst creating decent jobs in Mombasa County, Kenya. Between 2020 and 2024, WWF and its local commercial partners hope to create income opportunities for at least 500 people in the field of plastic collection, sorting and processing and develop a sustainable value chain for plastic recycling.

Plastic recycling is a highly informal sector in Kenya, employing men, women and youth in precarious and unsafe conditions. This can create additional challenges in elevating working standards and ensuring decent work. To improve the working conditions of collectors and sorters in a sustainable way, the project acts on multiple levels.

Firstly, the project trains local commercial partners about RBC standards and their long-term socioeconomic benefits. More than 700 waste managers have been trained and will be responsible for enforcing minimum decent work standards. The project is currently developing an RBC guideline setting out minimum standards in an accessible language that waste managers can refer to and use to improve conditions on an iterative basis. An association of waste managers has been created to encourage their collaboration and long-term engagement with RBC standards. On a more practical level, some safety equipment such as gloves, gumboots and overalls have been distributed to collectors and sorters. Finally, a data collection tool has been established to effectively understand workers’ needs, align different stakeholders’ actions and improve the value chain’s efficiency.

Key learnings include:

- **Adaptive learning curve:** Facing the challenges of a highly informal sector, the project adopted an iterative approach toward the improvement of labour standards taking into account the prevailing conditions. The project began by hosting workshops explaining, at a basic level, what RBC is, and what minimum labour standards should be adhered to. Leaders were appointed in various sub-counties to drive the RBC agenda, and the project scheduled regular monthly check-ins with them. The project recognised the need to be adaptive, particularly in the messaging around what is meant by RBC in order to frame it in terms of the benefits adherence to RBC standards can bring to the business. ►





- **Making the case for RBC:** Framing respect for RBC in terms of potential benefits is an important part of making the case that adhering to labour standards is in the best interest of the commercial partners and that it is more profitable to be compliant in the long term. When working with partners at a lower level of maturity, it is important to meet them where they are and assess how to get them to where you would like them to be, mindful of their budget constraints. For smaller recyclers, proper PPE is a significant cost in a highly competitive area. It is important to find ways to explain the added value of supplying PPE to workers such as linking it to market or customer access, leveraging the expectations of a larger purchaser who may require adherence to RBC standards, or by showing how improved safety conditions would reduce accidents at work and therefore profit losses due to a high workforce turnover.
- **Cocreation strategies:** The project's RBC Action Plans to address RBC issues, including labour standards, are co-created on the basis of stakeholder engagement and communication. Discussions during project group meetings and site visits are used to feed into the action plans.
- **Data collection:** A data collection tool is used to assess the direct needs of informal plastic recycling workers. The data collection tool has not only provided greater visibility for the DMDP project, but it has enabled the DMDP project to act as a "seed project", facilitating other projects from donors, such as those providing resources to buy PPE based on the findings of the data collection tool.
- **Collective action:** The project has developed channels for collective action, dialogue and engagement within the sector. This includes participation in a working group of waste managers, NGOs and local government stakeholders which helps to share learnings and provide training in a collaborative manner for organisations in the sector, enabling all actors to align on PPE requirements, decent work and minimum wage standards. The working group has also started to develop a common database of what PPE has been provided to track distribution, ensure an effective allocation of resources and that the same businesses are not given equipment twice. This collaboration also provides opportunities for a convergence of efforts toward greater impacts by identifying donors with similar aims to pool resources or make joint investments, for example, in sorting stations.

### 3.3 Environment

The RBC promotes the partners to take due account for protecting the environment, public health and safety, and in general contributing to environmental sustainability. This entails sound environmental management practices that involves:

1. **Pollution control of** solid waste, wastewater, chemicals use and emissions, heavy metals, air borne emissions (gases and particles), soil and ground water protection, water sources protection, carbon emissions.
2. **Resource management** including materials, energy
3. **Ecosystem degradation**, including loss of biodiversity, loss of ecosystems such as rivers, lakes, forest land degradation, land conversion
4. **Physical hazards** including chemicals, odour, dust, noise and light
5. **Circular strategy to create value from natural waste streams to increase optimum resource efficiency.**

RBC environment relates to and incorporates the three environmental principles in the **UN Global Compact** (box 2) of:

1. A precautionary approach, i.e., the idea of prevention rather than remediation and to take early action to ensure that environmental damage does not occur
2. Responsibility, i.e., to ensure that activities do not cause harm to the environment
3. Application of environmental sound technologies, i.e., to take managerial and operational technological measures to increase resources productivity and reduce pollution.

All three principles are linked to the **1992 Rio Declaration on sustainable development**.

The environmental dimension correlates directly with a major part of the targets related to the following SDGs: 2 (Sustainable food production), 6 (Water supply and management, protection of water-related ecosystems), 7 (Clean energy consumption and energy efficiency), 12 (Natural resources management, chemicals management and waste management, air, water and soil pollution control), 14 (Oceans pollution and ecosystems protection) and 15 (Land ecosystems protection and pollution control).

The environmental dimension of the RBC has a distinctive and main purpose of protecting the natural environment and ecosystem. Furthermore, it is interlinked with and contributes to the dimensions of human rights and labour:

In relation to human rights, environmental protection with a clean and healthy environment, are in constitutions around the world considered a basic right for citizens in line with other basic rights cf. 3.1. above. Local stakeholders, residents, workers and others, are of particularly high exposure and risks from the environmental impacts, and of all four types above. Further, in the sustainable development agenda and the SDGs a provision of secure and safe environmental services is a measure and condition to the social foundation and wellbeing of people. It thus provides til link between wellbeing of humans and protection of nature.

In relation to the labour dimension, physical hazards relate closely to physical occupational safety and healthy, by workers' exposure to chemicals, odour, dust and noise.

## 3.4 Anti- Corruption

<sup>1</sup> UNODC's An Anti-Corruption Ethics and Compliance Programme for Business: A Practical Guide

The RBC environment boundaries include direct operations of the development and business activities, plus the supply and distribution chain of products and services.

Corruption – defined as the abuse of entrusted power for private gain<sup>1</sup> – is a global challenge that continue to negatively impact the lives and livelihood of millions of people around the world. Corruption is defined by Danida as misuse of entrusted power, including Danida funds, for private gain. Corruption is best known in the form of bribery, fraud, nepotism, embezzlement and extortion. However, corruption is not confined to money changing hands. It may also consist of providing services in exchange for advantages, such as favourable treatment, special protection, extra services or quicker case processing.

While most regional entities, such as the EU and the AU, along with nation states have their own legal frameworks addressing corruption and anti-corruption, the only legally binding universal anti-corruption instrument is the **United Nations Convention Against Corruption** (UNCAC) which is signed by 140 member states and have 180 parties.

While the UN has been instrumental in pushing the anti-corruption agenda forward and bringing the subject to the top of international conversations, Transparency International, an international NGO dedicated to end corruption worldwide, is leading in delivering measurable and comparable data on corruption.

**Transparency international's corruption perception index** is an internationally recognized rating index which rate 180 of the world's countries and in a Corruption Perceptions Index (CPI) which gives scores ranging from 0-100. The CPI score indicates how corrupt a country's **public** sector is perceived to be by experts and business people. The score is generated by combining different manifestations of corruption into one comparable indicator.

The 2021 CPI does not paint a bright picture for the battle against corruption – 131 countries have made no significant progress against corruption over the last decade, and 27 countries are at a historic low in their CPI score.

There is clear evidence that corruption erodes a governments ability to protect the human rights of their citizens by undermining trust in the public-, private-, and financial sector, and corruption can also hinder social mobility in society by corrupting the education system.

Battling corruption is a complex task which no single entity can perform singlehandedly. Therefore, the engagement of private companies is critical when fighting corruption – the private sector too has a lot to gain from a corruption free business environment. Further there are several risks associated with failing to prevent corruption. These can be put into three categories:

1. **Legal risks** – companies associated with- or guilty of corruption can be held legally accountable and face legal consequences, fines or blacklisting.
2. **Commercial and operational risks** – companies associated with- or engaged in corruption makes themselves valuable to extortion, change in political authorities or can find themselves in disadvantaged negotiation positions when dealing with corrupt entities.
3. **Reputational risks** – companies who are publicly associated with corruption will have their reputation damaged often triggering additional consequences such as: decrease in sales, blacklisting, limited access to finance or negative coverage in the media.

There are big differences in how widespread and common corruption is varying on where in the world a business operates. This variation is not limited to geography. Some industries are also more prone to corruption than others. The organizational structure of an engagement or a project too affects the probability of corruption – generally it can be argued that decentralized engagements are at an increased risk due to lack of control. Assessing the level of corruption should be an integral part of feasibility studies and should be carried out continuously throughout the timespan of a project. Three key focus areas stand out when assessing the risk of corruption: Accountability, transparency, and an open and honest environment which openly addresses and condemn all kinds of corruption. These are determining factors when planning and enforcing anti-corruption initiatives.

The Danish Ministry of Foreign Affairs' official stance on corruption is a zero-tolerance policy defined under an anti-corruption code of conduct. This policy applies to all DMDP engagements as well:

## **ANTI-CORRUPTION CODE OF CONDUCT**

1. We will avoid any conflict – real or potential – between our personal interest and the interest of the Ministry of Foreign Affairs.
2. We will not give or accept bribery in any form.
3. We will not for private purposes seek to influence any person or body by using our official position or by using force or threats.
4. We will not use deception, trickery, or breach of confidence to gain an unfair or dishonest advantage.
5. We will not misappropriate or otherwise divert property or funds entrusted to us.
6. We will not give, solicit, or receive directly or indirectly any gift or other favour that may influence the exercise of our function, performance of duty or judgement. This does not include conventional hospitality of minor gifts.
7. We will not favour friends, family or other close personal relations in recruitment, procurement, aid delivery, consular services, or other situations.
8. We will report any evidence or suspicion of breach of this Code of Conduct.

You can read more about corruption and anti-corruption here:

<https://www.oecd.org/corruption/anti-corruption-ethics-and-compliance-handbook-for-business.htm>

[https://www.unodc.org/documents/corruption/Publications/2013/13-84498\\_Ebook.pdf](https://www.unodc.org/documents/corruption/Publications/2013/13-84498_Ebook.pdf)

<https://um.dk/en/about-us/organisation/anti-corruptions-policy>

<https://www.transparency.org>

## 4. RESPONSIBLE BUSINESS CONDUCT AND DANIDA BUSINESS PARTNERSHIPS PROCESSES

### 4.1 Minimum RBC requirements

The overall objective of the DMDP Programme is “to contribute to sustainable economic growth in developing countries within the framework of the Sustainable Development Goals”. Whereas the overall objective for the DGBP programme is to achieve “An Enhanced Green Transition through private-led sustainable and inclusive economic growth and improved livelihoods”. Responsible Business Conduct is in both programmes considered a fundamental means to ensuring sustainable success of partnership projects and commercial interventions. A focus on RBC from all partners from the outset of their engagements is also what will help the programmes reach the higher-level results.

The format for the DGBP & DMDP Full Project Proposal sets out certain expectations in relation to RBC, noting that delivery above compliance is expected. In practical terms, partnerships are required to specify:

- What policies and standards in relation to RBC will be applied by the partnership;
- What due diligence procedures and risk assessments are carried out during project preparation and implementation;
- What issues related to the business case with potential negative impacts on the enjoyment of human rights have been identified (e.g., gender equality, labour rights, environmental impacts);
- How the negative impacts identified will be addressed by the project; and
- What positive effects will the project generate on RBC matters (in particular, for DGBP projects reducing vulnerabilities to climate change and environmental degradation).

And as a minimum:

- DMDP and DGBP projects are expected to comply with all relevant applicable laws;
- International commercial partners are expected to operate in accordance with international norms for RBC, including the UNGPs, OECD Guidelines and ILO decent work agenda, and other commercial partners are expected to systematically work towards implementing international standards;
- During the project formulation stage, the RBC risks, impacts and mitigation measures related to the project must be assessed and defined, and addressed in an RBC Action Plan;
- Partnerships must set up mechanisms to systematically follow up on RBC throughout the implementation period; and
- Partnerships are expected to use their leverage to promote sustainability and RBC in all interactions with business partners and suppliers.

Partnerships are expected to engage with four categories of RBC impacts: human rights; decent work; environmental; and governance impacts.



## BOX 5: THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL 8: DECENT WORK AND ECONOMIC GROWTH

While all projects should aim to make a contribution to the realisation of the SDGs, **SDG 8: Decent Work and Economic Growth** is at the heart of the DMDP programme. All projects are required to contribute to SDG 8 through the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Outcome 1 of the results framework for DMDP projects uses a number of indicators linked to the realisation of SDG 8 and the other 16 SDGs. These include the number of decent jobs created and the number of case stories of DMDP projects with other SDG-related outcomes that strongly relate to the achievements of the project.

All projects under the DGBP programme should aim for contributing to creating market-based solutions to climate and environmental challenges. All projects should therefore consider how they contribute to achieving climate change mitigation, climate change adaptation, environmental protection, biodiversity and/or desertification. The outcome indicators provide guidance as to how the projects can realise the climate change and environmental objectives of the projects. Furthermore, the environmental and climate change impacts of the projects are measured using OECD/DAC markers including four Rio markers specifically tied to climate change mitigation and adaptation, desertification and biodiversity.

In order to meet DMDP and DGBP requirements, projects are expected to conduct a five-step due diligence approach to address RBC in their projects during preparation and implementation:

**Step I – INITIAL RISK ASSESSMENT:** An initial screening of key RBC issues with the **RBC Risk Screening Tool** developed for use by DMDP & DGBP projects (see section 4.2.2)

**Step II – ELABORATE RISK ASSESSMENT:** A detailed assessment of **severe** RBC risks, which have been identified during the initial risk assessment, through consultations, research and analysis, and to support mitigation measures and the RBC action planning.

**Step III – ACTION PLANNING:** Formulating an **RBC Action Plan** (Annex 1) to identify key RBC risks, actions to be taken to address those risks and processes for monitoring the effectiveness of the actions taken

**Step IV – FOLLOWING UP:** Establishing a system to ensure follow-up and continuous improvement, including appointing a person from the key business partner with overall responsibility

**Step V – REPORTING:** Reporting on monitoring and follow-up of the RBC Action Plan annually in the DMDP/DGBP Annual Report

The five steps are elaborated in the sections ahead.

When assessing RBC risks, partnerships should be primarily concerned with identifying risks that the project may have on people and the planet. Partnerships may have a higher exposure to RBC risk by the nature of their activities in emerging markets, fragile and conflict-affected situations and engagement with the informal sector.

## 4.2 The 5 steps RBC Due Diligence process for DMDP and DGBP partnership projects

The following sections identify the approach that partnerships should take to identify RBC risks in the context of a DMDP/DGBP project.

## Step I: Initial risk assessment

An initial assessment of project-related RBC risks should be carried out by applying the RBC Risk Screening Tool (separate excel-sheet – can be downloaded [here](#)). It is a requirement that Step I is finalised prior to submitting the final full project proposal for approval. The screening tool is designed to assist users to identify RBC risks which may arise from or be linked to the partnership, and which should be considered as part of the RBC Action Plan. The RBC Risk Screening Tool aims to address how the project as a whole impact people, communities, climate change and the environment.

### BOX 6: EMBEDDING RBC IN A PARTNERSHIP PROJECT

Partnerships should aim to embed RBC in a DMDP/DGBP project from the outset. Partner engagement is critical, and selection should include RBC criteria, and involve dialogue and expectation setting. A kick-off meeting or workshop can be held with all partners to communicate the importance of RBC and ensure that all partners are aligned from the outset. A resource on kick-starting the work on RBC during field-work has been developed for use by partnerships and includes suggestions for conducting a workshop, which can be adapted to the needs of the project. This resource can be found in Annex 2.

Ensuring “buy in” from all partners is key to ensuring the success of RBC interventions. Over the life of the project, this can involve finding entry points to discuss not only the risks of not respecting RBC standards, but also the benefits (for further detail on engaging on RBC with partners, see Box 3 and Case Study 3).

Cocreating the RBC interventions included in RBC Action Plans as well as targets and indicators for monitoring and follow-up of actions with partners and other relevant stakeholders can be an effective means of ensuring that all parties are aligned. Steps should be taken to ensure that RBC and the project interventions are a priority not only at HQ of the commercial partner but are also a priority among field teams. Including a discussion on RBC at steering committee meetings can be a useful means of generating alignment. This RBC Action plan can be used as a means of structuring the discussion and identifying areas where good progress is being made as well as issues that need further attention.

Partnerships should aim to take a “whole community” approach, engaging with a range of stakeholders including workers, the local community, civil society organisations (CSOs), and local government. Recognising from the outset that the other actors in the value chain are your partners can help generate a constructive footing for the project. For examples of how such an approach has been implemented in DMDP projects, see Box 3 and Case Study 2.

Engaging in skills and knowledge transfer is key to demonstrating the value of engaging in RBC. Site visits are a valuable means of knowing operations and realities, working together, generating informed dialogue on improvement and a better understanding of root causes. Where budgets permit, arranging for local partners to visit the HQ of a commercial partner can also be a valuable means of exchange.

The tool addresses 3 areas of contextual risks, which are eventually aggregated with the project risks: Country risks, Sector risks and Business relationship risks.

Users of the tool are guided through a series of indicator questions to help make an assessment of risk and flag issues for attention in the RBC Action Plan. Partners should undertake this screening jointly, and at a minimum the administrative partner and key commercial partner should give their input to the screening.

External sources and examples are provided with respect to each indicator question to assist users to make risk assessments. A full list of resources can be found in the library included in the tool.

The risk assessments should be done in sequence allowing for the overall Project Risk assessment to be informed by the country, sector and business relationship risk analysis.

The risk assessment is based on desktop research only and is to be considered a starting point for a possible detailed risk assessment. The risk screening tool is not exhaustive, and users are advised to add additional risks and concerns based on their knowledge of the partnership, where relevant.

The tool can be used throughout the project life cycle, including during monitoring and exit, to document how existing risks have been addressed and to identify new risks.

## Step II: Conducting detailed assessments

For every issue in the initial risk assessment, where the residual risk has been assessed as significant, it is compulsory to carry out a more detailed risk assessment. The assessments should be incorporated into the project activity plan and during the inception phase. Depending on the nature of the risk assessments needed, these could be financed by the project funds, or should be funded by the commercial partner(s) if the analysis is linked directly to their business.

The purpose of the elaborate risk assessment is to obtain more qualified knowledge in order to develop more and better mitigation measures, precautionary (e.g., using alternative or new technology) and/or remediating, to be included in the RBC action plan.

The nature and level of the elaborate assessment should match the type and severity of the particular risk to be assessed and addressed. Some of the activities to consider for an elaborate risk assessment can include:

- **Partner dialogues** by asking additional questions to gauge the capacity to address the contextual risks identified and the overall awareness of these risks.
- **Stakeholder consultations** to better understand certain contextual risks, gather additional information and have a more granular understanding of whether these contextual risks can affect rights-holders.
- **Technical and/or social studies** to provide further knowledge about a particular issue in relation to the project and how it is affected.

## BOX 7: HUMAN RIGHTS IMPACT ASSESSMENTS AND ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENTS

The partnership can consider undertaking a range of different studies for a detailed assessment of human rights or environmental impacts. Human rights impact assessments (**HRIAs**), draw upon the more established methodology of environmental impact assessments (**EIA**) and environmental and social impact assessments (**ESIA**) which are processes of evaluating the likely environmental impacts of a proposed project or development, taking into account inter-related socio-economic, cultural and human-health impacts, both positive and negative. International best practice principles for conducting EIA and ESIA can be found [online](#).

HRIAs differ somewhat from EIA and ESIA, in that:

- HRIAs use internationally recognised human rights standards as a benchmark for assessment.
- HRIAs focus exclusively on negative impacts.
- HRIAs focus on the identification of rights-holders and their entitlements, and the respective duty-bearers and their obligations in the context of stakeholder analysis and engagement.
- HRIAs apply a human rights-based approach to data collection.

All the countries have established criteria or procedures to establish which type and size of projects and activities require an EIA or ESIA. Projects with small environmental footprints normally require simplified

EIAs or assessments of specific impacts, while larger and more complex projects require a full assessment of environmental and social impacts. A summary of ESIA regulation per country can be found [here](#). Even if not required for permitting process, a decision to conduct a standalone HRIA, EIA or ESIA will often be recommended for select, high-risk situations such as, e.g. the project takes place in a post-conflict or conflict-sensitive area; the project has impacts on the land of Indigenous peoples in a country with significant gaps between the national and/or regional legislation and the International Convention on Indigenous Peoples; the project involves a large labour source including migrant workers and vulnerable workers in a country with endemic labour rights abuses and involves a client with a weak capacity to manage labour contractors and supply chains; the project requires the access to lands, properties and resources in a country with national regulation not aligned with international standards or the project gives rise to particular environmental risks which require a more in-depth assessment.

HRIA, EIA and ESIA principles and methods can also be embedded in other smaller-scale impact assessments and can be used as a foundation for a detailed risk assessment of the DMDP project. Guidance, examples and case studies of ESIA applications for smaller-scale projects can be found [here](#). Practical advice on specific topics or ESIA methods can be found [here](#). >

Some DMDP partners have conducted HRIAs, EIAs, ESIA or like processes before embarking on a DMDP project, which provides a valuable baseline from which to understand the key RBC risks and social, cultural and political dynamics as well as the key environmental risks in the local context. Other DMDP projects have engaged with local experts during the course of the project in order to gain insight into these issues, such as a local NGO or other expert (for example, getting a gender expert from a local academic institution to undertake a gender assessment of the project). DGBP project partners are encouraged to undertake similar exercises in order to establish solid baselines that support targeted actions to reduce environmental and climate change risks.

**For guidance on HRIAs EIAs and ESIA, including methodologies, including methodologies, principles and procedures that can be applied in the context of DMDP/ DGBP projects, see, for example:**

- Danish Institute for Human Rights, [Guidance and Toolbox on Human Rights Impact Assessment](#).
- Nomogaia, [Human Rights Impact Assessment Toolkit](#).
- International Finance Corporation, [Guidance to Human Rights Impact Assessment and Management](#)
- CDC Group ESG Toolkit for Fund Managers, [Practical guidance and terms of reference templates for enhanced assessment of human rights risks and impacts](#)
- International Impact Assessment Association, [Fastips](#)
- International Impact Assessment Association, [Best Practice Principles](#)
- Netherlands Commission for Environmental Assessment, [ESIA and SIAs](#)
- Netherlands Commission for Environmental Assessment, [EIA Regulation by Country](#)

## Step III: RBC Action Planning

**The RBC Action Plan** (Annex 1) should address the most relevant RBC risks identified during the initial screening and be further informed possibly by the more detailed risk assessments. If multiple RBC risks are identified and **there is a need to prioritise sequencing of prevention and mitigation measures**, the partnership can make use of the UNGP criteria to prioritise:

- **Scale**, i.e., the gravity and seriousness of an impact on the lives and livelihoods of people and the environment.
- **Scope**, i.e., the number of individuals affected.
- **Irremediability**, i.e., the ease or otherwise with which those impacted could be restored to their prior enjoyment of the right or environmental impact addressed.

### BOX 8: EXPLORING LEVERAGE

In cases of limited or insufficient leverage, the partnership should consider whether the human rights risks identified could be addressed through the exercise of innovative forms of collective leverage. Examples can include: ➤



Strategic engagement with local industry associations, chambers of commerce, stock exchanges, investment & trade centres, local chapters of the Global Compact or local, business-led sustainability initiatives, where relevant, to pilot local or regional multi-stakeholder initiatives to scale up business capacity to address specific human rights challenges in certain issue areas, sectors and geographies.

Strategic engagements with governments and national authorities on certain policy issues in cooperation with other state development and foreign affairs actors.

Strategic engagements with labour rights organisations, such as the ILO and trade unions.

The RBC Action plan should identify: the RBC issue to be addressed; the action to be taken; who is responsible for each action to be taken; the timeframe; any challenges and proposed measures to mitigate and avoid those challenges; what resources are required; what resulted from the action taken; and how the issue and actions taken will be monitored over time.

To the extent possible, the RBC Action Plan should be developed collaboratively in the partnership consortium and reflect the input of relevant rights-holders and stakeholders consulted during Step I and Step II (see further section 4.2 on Stakeholder Engagement).

## Step IV: RBC Action plan – follow up

**Step IV of the five-step approach requires that partnerships establish a system to ensure follow-up and continuous improvement**, including appointing a person from each of the commercial partners with overall responsibility for RBC. Overall responsibility for the follow-up of the RBC Action Plan should sit with the project Steering Committee, which includes representatives from all partners in the Consortium. Discussion of the RBC Action Plan should be added as an agenda item for all Steering Committee meetings.

The RBC Action Plan should indicate how the partnership intends to monitor the effectiveness of the actions taken to address RBC Risks. Devising a methodology for monitoring the interventions in the RBC Action Plan is critical at the pre-implementation stage in order to prevent and mitigate RBC risks and ensure that actions taken are effective. This can be facilitated by the development of actions in the RBC Action Plan which are SMART, i.e., Specific, Measurable, Achievable, Relevant and Time Specific and through the development of KPIs which have been co-created by the partners in a consortium with appropriate stakeholder input. As noted above, the RBC Action Plan should be reviewed regularly by the Steering Committee, with an eye to assessing the effectiveness of the actions in the plan. For a template RBC Action Plan, please see Annex 1.

The assessment of RBC risks should continue over the life of the project to monitor the implementation of the RBC Action Plan. Moreover, new risks may emerge, and existing risks can change over the course of the project. The RBC Risk Assessment Tool can be used both to monitor implementation and to identify new or emerging risks. **The RBC Action Plan should be reviewed and updated regularly to make sure it remains current and responsive to the risk profile of the project.**

## Step V: RBC Action plan – follow up

**Step V of the five step approach requires partnerships to report annually on their actions to address RBC risks** using a self-assessment which asks partnerships to indicate whether they have achieved the various steps of the five-step approach, as well as providing a narrative description of how the partnership has worked with RBC. This includes sharing the partnership's experience engaging with RBC, what challenges have been faced, as well as opportunities that have arisen as a result of engagement with RBC.

Partnerships are also expected to attach a copy of the RBC Action Plan to the Yearly Report. The Yearly Report reporting template on RBC is set out below:

### BOX 9: YEARLY SELF-ASSESSMENT ON RESPONSIBLE BUSINESS CONDUCT

The mandatory results framework includes five steps in relation to RBC. Each year, the partners will make a self-assessment on progress, which includes a score and a justification for the scoring given. The table below includes guidance in relation to how many points to obtain by taking which initiatives.

Step in DMDP/DGBP results framework	Guidance to points to obtain	Self-assessment – Points and justification
Step I: An initial screening must be carried out using the RBC Risk Screening Tool	No initial screening – 0 points Initial screening - 2 points	Please fill in
Step II: In case significant issues are identified, further and more detailed assessments must be carried out using tools which are benchmarking against international standards and that are internationally acknowledged	No detailed assessment – 0 points Detailed assessment – 2 points	Please fill in
Step III: Formulate a brief Responsible Business Conduct Action Plan to account for how negative impacts will be addressed and monitored.	No RBC action plan – 0 points RBC Action Plan formulated – 2 points	Please fill in
Step IV: Establish a system to ensure follow up and continuous improvement, including appointing a person from the key business partner with overall responsibility	No management system – 0 points RBC responsible appointed – 2 points And management system in place – 4 points	Please fill in

<p>Step V: Report on monitoring and follow-up of the RBC Action Plan annually in the DMDP Yearly Report.</p>	<p>Not included in reporting – 0 points Included in reporting – 2 points Yearly sustainability report published – 4 points</p>	<p>Please fill in</p>
<p>Reporting on work with Responsible Business Conduct</p>	<p>Please fill in</p>	
<p>Describe challenges, experiences, opportunities encountered and responses to these in the project's work with Responsible Business Conduct.</p>	<p>Please fill in</p>	

### 4.3 Stakeholder engagement

An effective and appropriate rights-holder engagement process will look different, depending on the nature of the project or activities, the impacts anticipated, geographic location, etc. A resource on how to include a human rights lens in stakeholder engagement can be found [here](#).

Direct engagement of potentially affected rights-holders is the cornerstone of a human rights lens and should be expected of projects depending on their size, sector, context of operation and the human rights risk profile. Rights-holder engagement can be a time-consuming process but is critical to ensure that RBC impacts are identified and addressed. Some partners might have more limited capacity, experience or willingness to take a human rights-based approach to stakeholder engagement, such as organising the process in a gender and culturally sensitive manner. It is important to ensure that all partners are aligned on the importance of these issues at the outset of a project and work in partnership to achieve the project's RBC goals, which includes stakeholder engagement at its core. There is a lot of value to be derived from such processes that is invaluable for project implementation and success e.g., stakeholder buy-in, support and long-lasting effects.

#### BOX 10: WHAT IS THE DIFFERENCE BETWEEN RIGHTS-HOLDERS AND STAKEHOLDERS?

The term “rights-holder” refers to those individuals and sometimes groups (e.g., Indigenous peoples) entitled to enjoy the human rights included in human rights treaties. Rights-holders can make legitimate claims on states and non-state actors such as companies (also referred to as duty-bearers). In a business context, the term ‘rights-holder’ is often used interchangeably with the term “affected stakeholder”. In a DMDP/DGBP project context, rights-holders can include, for example: workers in formal or informal employment such as waste-collectors or smallholder farmers who enjoy labour rights protections; or those in the local community who have rights to health or privacy.

Stakeholders refers to any individual or institution who may affect or be affected by an organisation's activities. In the context of DMDP/DGBP partnerships, stakeholders can include rights-holders (or affected stakeholders) but also commercial peers, government representatives and civil society organisations.

## Working with local partners

Some partners might find it difficult to understand or operationalise human rights, and RBC generally. For example, some might associate ‘human rights’ solely with state responsibilities and very serious abuses such as torture or slavery and might be worried that human rights can affect their bottom line and ease of doing business. In such cases, it is helpful for step to be taken to ensure a common understanding of the importance of RBC, how avoiding and addressing human rights and environmental impacts is not something new, but rather is something that a business already does when, for example, complying with relevant labour, environmental and occupational, health and safety legislation. It is also important to have country-specific examples to discuss, showing how businesses can adversely impact human rights which justifies the need for heightened attention to such issues. A list with practical examples of how businesses can adversely impact all rights listed in the Universal Declaration of Human Rights is [available online](#). For further guidance on working with local partners on RBC, see Case Study 3 below.

**Conducting a kick off workshop on RBC early in the project can be a useful means of aligning expectations and explaining the value of RBC to all project partners.** Depending on the internal capacity and qualifications of the partnership, partners could consider engaging an external consultant to facilitate the discussions (see example in Annex 2).

It is important to **acknowledge the different nature of the various organisations** involved in a DMDP/DGBP project. Partners may have different ways of working, different competencies and areas of expertise, different strengths and weaknesses and greater and less insight into the challenges and opportunities of the local context.

**Aligning expectations early is key to ensure that all partners understand and prioritise implementation of RBC in the context of the project.** Conducting a workshop early in the project can help facilitate alignment. For guidance on a kick-off workshop, please see Annex 2.

Early alignment can help facilitate open dialogue over the course of the project. **Finding modalities for regular dialogue** is key to ensure open sharing not only of positive approaches but also challenges. Partners should be flexible and **identify what modality and approach works best in their particular context** and apply tools and methods that resonate with the partner.

Finally, **jointly monitoring the project interventions and harvesting outcomes** over the life of the project can be a useful way of ensuring alignment and good collaboration.

### CASE STUDY 3: GAIN ACCESS TO BETTER DAIRY

The “GAIN Access to Better Dairy” project is a collaboration between the Global Alliance for Better Nutrition (**GAIN**), Arla Food Ingredients, the Confederation of Danish Industry (**DI**), Dairy Production and Processing Plc, DanChurchAid (**DCA**) and Loni Agro Industry Plc. The project aims to promote sustainable market development in Ethiopia by increasing productivity of local and smallholder farmers in the dairy value chain, and to enhance the nutritional value of high-quality milk-based products to fight malnutrition.

The project works closely with local processors on product and process innovation, and supports smallholder farmers to improve quality, safety and yields of milk and ►

access to market through regular milk collection. On this basis, sustainable markets can be developed for all actors in the value chain, serving as an inclusive business model for scaling up in other regions and countries. Key learnings:

- **Impact assessment:** Prior to commencing the project, an impact assessment grounded in SDG objectives and using HRIA methodology was conducted by the partners with DCA as a lead. Conducting the impact assessment in advance was a valuable exercise to conduct collaboratively with the partners. The findings of the assessment acted as a baseline for the project and served as a red line throughout the project and its related activities. The project gained a depth of understanding of the local context that informed the project going forward, making it easier to identify issues and integrate RBC into all parts of the value chain. Conducting the assessment collaboratively ensured that the partnerships were aligned on the issues that the project needed to address. Representatives of the partnership were able to go together to Ethiopia and get to know the local partners and develop a real co-creational approach.
- **Work in partnership:** Good collaboration and cocreation starts with partner selection. Evaluation of local partners for this project included RBC criteria, and selection processes involved dialogue and expectation setting on RBC issues. All partners were involved in the evaluation and set the tone from the start. It is important to recognise the competencies and expertise of each partner in the partnership. All partners were actively engaged stakeholder engagement sessions and interviews, starting from the ex-ante HRIA process.
- This established an ongoing expectation between the consortium partners to ensure an inclusive approach, where rights-holders (e.g., farmers and local communities) perspectives were known and reflected in all activities. More broadly, recognising that the other actors in the value chain are your partners creates a constructive footing that can help create a mutually beneficial relationship and improve conditions overall.
- **Engaging with partners during site visits:** Site visits, both in Ethiopia and in Denmark, were critical to encouraging mutual understanding among partners, understanding operations and realities, and generating informed dialogue on improvement and better understanding root causes. Partners found it difficult to make these kinds of assessments on paper or to outsource to a consultant, highlighting the need to travel and see first-hand. Site visits helped not only to see challenges and opportunities on the ground, but also to build a relationship of trust and cooperation allowing for open communication and co-creation. The project was also able to facilitate local partners coming to Denmark to do a site visit to Arla and see the dairy production process and the way that RBC is integrated. The local partner visit was considered very valuable for capacity building, knowledge exchange and relationship development but it was also resourced intensive, which could provide challenges to replicate in other project contexts.
- **Co-creation strategies:** The project found conducting workshops to be a valuable means of gathering stakeholder voices and gaining a common understanding. This includes communicating the value of RBC and explaining how project >



activities can benefit the base of the pyramid. In the context of this project, this included discussions on how best to communicate and market products. Developing products was done in a collaboratively based on the discussion on the acceptability (including taste and nutrition needs) and affordability of the product.

- **Dialogue:** When engaging in dialogue it is important to be sensitive to the local context and ways of communicating. Avoiding the use of jargon and expressing the value of RBC in accessible language helps local partners to understand and relate to the discussion. It is important to take every opportunity to engage with local partners face-to-face in the field. This gives not only opportunities to engage in structured dialogue, but also to engage in informal dialogue in the course of working together.
- **Scalability:** Ensuring the scalability of RBC interventions has been a challenge for the project. Accordingly, the project has tried to identify strategies to cascade good practices and inspire others to adopt them. The project has found that engaging with business associations is a key component in addressing the challenge of scalability and providing a forum to share experiences and challenges. The project prepared magazines and communications materials that were shared with members of the Sun Business Network to support local businesses that have an interest in nutrition. Local Networks of the UN Global Compact can also be a useful vehicle to engage with local businesses, and the partners engaged with both Global Compact Kenya and Global Compact South Africa in the course of the project.

## Working with MSMEs and the informal sector

DMDP and DGBP projects are likely to engage locally with micro, small and medium-sized businesses (**MSMEs**) as well as with the informal sector. This presents particular challenges when engaging with RBC.

It is a common misconception that RBC is only relevant for large companies or multinational enterprises. According to the ILO, MSMEs – a large portion of which are informal enterprises – represent about 70 % of total employment worldwide and even more in low and middle-income countries. MSMEs can have a severe impact on the enjoyment of human rights. Informal employment is often characterised by low pay, poor working conditions, and a lack of social security which disproportionately affects women, as women are overrepresented in the informal economy. The UNGPs make it clear that the responsibility to respect human rights is shared by all businesses, regardless of size or sector. The means through which a business enterprise meets its responsibility to respect human rights will however be proportionate to the size and nature of its operations.

### BOX 11: STRATEGIES FOR ENGAGING ON RBC IN THE INFORMAL SECTOR

Most DMDP and DGBP projects will involve the informal sector, which creates particular challenges for the implementation of RBC standards. An iterative approach involving a range of interventions can help prevent and mitigate RBC risks and improve conditions for workers and the community. ➤

An example can be found in a project administered by the Integrated Rural Development Foundation in partnership with BioGrow, which is directed at promoting inclusive economic growth in the Philippines through the valorisation of coconut husks. The project takes an iterative approach beginning by ensuring compliance with minimum labour standards, supplemented by social dialogue in order to gradually develop good practices for the informal sector adapted to the local context.

The project uses multiple interventions to ensure that basic labour rights are respected, and a living wage is generated, including:

- **Social dialogue:** facilitating regular dialogue between workers, commercial partners and local government in order to generate channels for worker's voice, process grievances and negotiate a fair price;
- **Skills development:** training women in the community in business management and other technical skills they can use to add value to their work gathering husks, such as weaving and production of fibre netting, resulting in a more valuable product. All of this helps empower women;
- **Reducing costs to generate higher incomes:** identifying strategies for reducing costs and generating higher incomes for informal workers by the provision of logistical support to reduce the cost of gathering husks and identifying other services which informal workers can perform, such as drying husks; and
- **Access to finance:** providing access to finance to purchase machines to process husks as well as technical assistance to train partners to use and maintain machinery.

This project takes a “whole community” approach that involves not only workers, but other community stakeholders, as well as business and local government. Such an approach aims to get a fuller picture of the social, cultural and political dimensions at play in the community and which may impact labour standards and avoid checklist compliance.

For another example and a full case study which concerns the informal sector, please see Case Study 2.

## 4.4 Remedy

One of the key elements of the key RBC frameworks is the requirement to provide for or cooperate in remediation (i.e., actions and means to provide a remedy where negative human rights or environmental impacts occur in order to counteract or make good the negative impact). The type of remedy or combination of remedies that is appropriate will depend on the nature and extent of the adverse impact. The appropriate remedy can take a range of forms, including financial or non-financial compensation apologies, restitution, or rehabilitation.

The UNGPs and OECD Guidelines expect businesses that **have caused or contributed to** adverse human rights or environmental impacts to provide for or cooperate in their remediation through legitimate processes. Businesses that **are directly linked to** an adverse impact **through their business relationships** are not obliged to provide remedy (they can do so on a voluntary basis) but to exercise and, if necessary, increase leverage so that the entity or entities (e.g., clients, other businesses, governments) causing or contributing to the adverse impacts provide remedy.

In respect of human rights or environmental impacts associated with the project, a **partnership might encounter situations of contributing to, or being directly linked to adverse human rights or environmental impacts. The main international frameworks on RBC expect that a business will:**

- **provide for or cooperate in remediation when its actions or omissions have contributed to an adverse impact, and**
- **exercise, or if necessary, increase leverage over clients to provide remedy when it is only directly linked to adverse impacts through a business relationship.**

The RBC Risk Screening Tool contains guidance for assessing risks which may arise in the context of business relationships which will assist partnerships to identify when they may be **directly linked to an adverse impact**. An important standard to assess a situation of **contribution to adverse impacts** is whether a partnership or a business **knew or should have known about the human rights risks and impacts and took adequate measures to prevent or mitigate them through human rights due diligence**. In other words, a failure to exercise human rights due diligence can make a partnership move from a situation of direct linkage to a contribution.

## **BOX 12: THINGS TO REMEMBER WHEN CONSIDERING REMEDY:**

- **The responsibility to provide remedy is not the same as administering a grievance or complaint mechanism.** A grievance mechanism is a formalised procedure or process that can enable, but cannot guarantee by itself, the provision of remedy.
- Remedies can take different forms, depending on the type of harm, the context and the views of affected rights-holders, including those identified during adequate consultative processes. Remedies can include restitution, compensation, rehabilitation, apologies, guarantees of non-repetition and sanctions. **Repairing an injustice and restoring rights-holders' dignity is at the core of the concept of remedy.**
- **Offsetting, while sometimes an adequate way to address environmental harms, is not always an appropriate way to address harms.** Harming one person or group cannot be offset through other direct or indirect beneficial activities to counterbalance the adverse impact.

In situations where the partnership is directly linked to an adverse impact, it should play a role in enabling remediation by exercising or, if necessary, increasing leverage via e.g., contractual provisions, technical assistance or collective action among other stakeholders including peers, civil society or local government actors.

Providing remedy in the context of a DMDP or DGBP project requires that partnerships be attuned to the impacts they are having through the project, any adverse impacts that occur and what role the partnership has played in relation to the impact. As noted above, the main RBC frameworks have clear expectations of businesses that have been involved in an adverse impact, depending on their level of involvement.

In addition, the **Mediation and Complaints-Handling Institution for Responsible Business Conduct in Denmark** (NCP Denmark) offers a framework for mediation, dialogue and dispute settlement available to partnerships in the event that a consortium experiences complaints or disagreements, including with local stakeholders.

# ANNEX 1: RBC ACTION PLAN TEMPLATE

## Introduction

The template below can be used to develop your RBC Action Plan. The template sets out the key elements which should be included in an RBC Action Plan. However, there is no one size fits all approach, and partnerships should feel free to adapt the template to their projects. To access a microsoft word version of the file, please visit the Danida Business Partnerships website.

Actions included in the RBC Action Plan should be SMART: specific, measurable, achievable, relevant and time specific.

- **SPECIFIC:** The action item should address a specific gap or issue, and be tied to a relevant responsible party;
- **MEASURABLE:** The action item should be concrete enough to ensure that progress on the item can be measured and assessed;
- **ACHIEVABLE:** The action item should be realistic in terms of time and resources;
- **RELEVANT:** The action item should be linked to the UNGPs or other RBC frameworks, and the realisation of specific rights; and
- **TIME-SPECIFIC:** The action item should indicate the timeline for realisation.

## RBC ACTION PLAN

RBC ISSUE	ACTION	RESPONSIBLE PARTY	START DATE	DUE DATE	REQUIRED RESOURCES	POTENTIAL CHALLENGES	RESULT	MONITORING
What RBC issue is being addressed? E.g., Gender, labour issues, community impacts, environmental impacts etc?	What action is being taken to address the issue? environmental impacts etc?	Who is responsible?	What is the start date?	When should the action be completed?	What re-sources are required? Staff, facilities, equipment etc.	Are there any challenges which may impact on the action to be taken? How do you propose to mitigate or avoid them?	What was the outcome? Are there any follow up actions necessary?	How will you monitor the effectiveness of the action taken? What criteria will you use?

[illegible]



## ANNEX 2: KICK STARTING RBC DURING FIELDWORK

Responsible business conduct is of key importance to Danida when engaging in partnerships with private sector actors. DMDP and DGBP partnerships should in their projects take active steps to avoid adverse impacts (do no harm) of their activities and operations. This goes for all four 'spheres' of UN Global Compact hence within the fields of human rights, workers' rights, the environment and governance. It is also expected that project partners work actively towards enhancing the positive impact of their engagements.

Responsible business conduct is a concern of all project partners, but the commercial partner(s) should be in the driving seat in terms of ensuring that they in their operations act responsibly, keeping in mind that the responsibility extends to their supply chain.

DMDP and DGBP operate with a five-step approach where steps 1-3 are expected to be covered during the full project preparation period (Step 1 initial screening, Step 2 detailed assessments and Step 3 formulation of RBC Action Plan).

Reference is further made to the programme guidelines, the RBC Risk Screening Tool, the information session on RBC for partnership projects, the RBC programme level indicator including scoring principles in the results framework, and this guidance document.

The consortium partners should build a joint understanding of RBC related challenges and opportunities. These can be sensitive discussions which are best done face-to-face. For many partnerships the field work is the most obvious opportunity for consortium partners to meet and discuss. It may be most beneficial to conduct a workshop on RBC early in the project to ensure that all partners are aligned at the outset, but they can be conducted at any stage.

In order to initiate the joint work by the partners on RBC, it is strongly recommended that at least half a day is set aside during field work in the project preparation phase to have a first workshop on RBC. Some partnerships include partners that are well versed with the RBC agenda and how to approach it, and some partnerships are less experienced. All partnerships will benefit from joint discussions, and RBC work should not be left to the most experienced partner, as the knowledge of all partners is important to inform the work of the partnership consortium.

This note can be used for inspiration for how to plan and undertake a half day RBC event.

**Format:** Facilitated workshop with group work .

**Objective:** The objective of the workshop is to make sure that the discussion on RBC is initiated with all partners present. The workshop will help establish a joint understanding of which RBC related issues could be of importance for the partnership project during implementation, how the partners will work with **Step 1 of the five-step approach (initial screening)** and **Step 2 of the five-step approach (detailed assessment)**, what actions could be taken already now, what activities should be included in the budget, and a joint vision of how to move forward. It may be relevant to include other stakeholders in this process, such as local experts, NGOs or CSOs, local influencers or potentially local government actors as appropriate.

**Preparation:** The administrative partner should decide who will be in charge of the session. It does not necessarily have to be someone with in-depth RBC experience, but a background in

### Workshop on Responsible Business Conduct during field work

RBC will be useful to help frame and contextualise the discussion. Experience with facilitation will also be useful. Depending on the number of participants, the workshop could be conducted by dividing into smaller groups mixing partners. 3-5 people in each group would be ideal. Equip each group with pens and paper.

It is important to structure the workshop in a way that ensures that all relevant participants are able to attend and have a voice. This includes:

- Choosing appropriate formats for the workshop mindful of culturally appropriate techniques for engagement;
- Choosing a neutral location where all participants can feel comfortable;
- Determining a suitable time taking into account people's daily routines, religious rituals and/or job;
- Allocating enough time for dialogue and capacity building; and
- Making sure that no individuals or groups are excluded from the process.

**The workshop:** A proposed structure for a workshop is set out below:

**A. Scene setting: what is Responsible Business Conduct?** (30 minutes)

It can be useful to do some brief scene setting to make sure that all partners understand how RBC is to be defined in the context of the project and understand the expectations of the DMDP/DGBP including a brief overview of the five-step approach (see Part 2 of this guidance). This can help ensure that all participants are aligned and working from a common footing for the discussion to follow.

The Facilitator should aim to briefly cover the content in Part 1 of this guidance document, adapted to the particular needs of the project context. At a minimum, the Facilitator should familiarize the group with the ten principles of the UN Global Compact (see Box 2).

**B. Group work: structured discussion around key questions** (90 minutes minimum)

The Facilitator should then lead group work aiming to generate discussion among the participants to discuss the relevance of RBC to the project and identify what RBC issues might be present in the project context.

Suggested questions for the group discussion are set out below. The Facilitator should aim to encourage participants to share concrete examples wherever possible.

**Questions:**

1. Why is Responsible Business Conduct important for each of our organizations? All participants should share how RBC is relevant to their organization.
2. How have we worked with the different aspects of RBC previously? Participants should discuss how they have worked with RBC. The Facilitator should encourage participants to as specific as possible in relation to the range of RBC issues including human rights, labour rights, environmental impacts and governance.

3. Consider the project and its different points of intervention (e.g., links in the value chain) and discuss the following questions:

- Discuss the vision of the project – for what and for whom does the project intend to have positive impact?
- Who are the relevant rights-holders and stakeholders (see Box 10) These may include the target group, beneficiaries, people living in the project area, actors in the value chain etc. What steps should the project take in order to make sure they are engaged, and their perspectives included when identifying risks and developing RBC interventions?
- Consider the ten principles of the UN Global Compact (See Box 2 above) and discuss:

*What do we see as the main risks of our project, considering in particular the relevant rights-holders and stakeholders?*

*What can be done to prevent or mitigate risks related to each principle?*

*What can be done within our project to enhance the positive impact in relation to each of the ten principles?*

- What additional investigation do we need to do in order to better understand these risks, make sure that new or emerging risks are identified and develop RBC interventions?

4. What procedures already applied by the different partners can be used in the project?

- Do any of the partners have experience with undertaking investigation/analytical work/impact assessments? Share good and bad experiences.
- How do we normally report in our own organization if we detect an issue of concern?
- Do any of the partners have a management system related to RBC that can be applied (or adjusted and applied)?
- How will we make sure to follow-up on issues of concern during project implementation, and track effectiveness of our RBC interventions?
- What procedures and processes can we draw from to address grievances and ensure that the project enables access to effective remedy where a rights-holder is negatively impacted by project activities?

### **C. Plenary discussion (90 minutes)**

After the group work, the Facilitator will lead a plenary discussion (if more than one group was formed) where responses to the different questions will be shared and discussed. It can be useful for the groups to nominate one person to report back on their behalf. A person should be appointed to take notes to capture the discussion.

#### **D. Planning and next steps (30-60 minutes)**

After the plenary discussion, the Facilitator will assist the whole group with making a plan for how the project will address RBC during the project preparation phase including **Step 1 of the five-step approach (initial screening)**. It may be useful to refer to the DMDP RBC Risk Screening Tool during this discussion.

Relevant questions to address during this part of the workshop include:

- **What are the major RBC risks are we already aware of?**
- **What additional investigation is needed in order to fully understand these RBC risks?** How should the detailed assessment be developed to ensure that risks are understood, and appropriate interventions are designed? Participants should discuss what rights-holders and stakeholders should be consulted and what additional external expertise may be required.
- **Who will be in charge of the detailed assessment from each of the partners?** Participants should aim to agree who should take responsibility for driving the detailed assessment, mindful that it should incorporate input from all partners.
- Partners should **agree on a timeline** for the next steps including:

**Step 1 of the five-step approach (initial screening)**

**Step 2 of the five-step approach (detailed screening)**

**Step 3 of the five-step approach (RBC Action Plan)**

The RBC work plan developed in the course of this discussion should be drawn up by the Facilitator and shared with the participants for review and sign off.

Please remember that there is no one size fits all approach. The workshop outline set out above is for inspiration and can be adapted to the particular circumstances of the project.

Good luck!

## ANNEX 3: EXTERNAL RESOURCES

### Resources on the main RBC frameworks

- **Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework**, Office of the High Commissioner for Human Rights, 2011
- **United Nations Global Compact**
- **A local lens for global change**, United Nations Global Compact Local Networks
- **Guidelines for Multinational Enterprises**, Organization for Economic Co-operation and Development, 2011
- **Responsible Business Conduct Matters**, Organization for Economic Co-operation and Development, 2013
- **Due Diligence Guidance for Responsible Business Conduct**, Organization for Economic Co-operation and Development, 2018
- **Responsible Business Conduct Sectoral Guidance**, Organization for Economic Co-operation and Development
- **Universal Declaration of Human Rights**, UN General Assembly Resolution, 1948
- **Declaration on Fundamental Principles and Rights at Work**, International Labor Organization, 1998
- **Rio Declaration on Environment and Development**, UN General Assembly Resolution, 2012
- **United Nations Convention Against Corruption**, UN General Assembly Resolution, 2003

### Resources on the business case for RBC

- **Good Business: The economic case for protecting human rights**, International Corporate Accountability Roundtable, Frank Bold and BHR Young Researchers Summit, 2018
- **The business case for respecting human rights**, Triponel Consulting, 2020
- **The Impact of Better Work on Firm Performance**, International Labor Organization Better Work Project, 2020
- **The relationship between Business and Human rights**, UN Guiding Principles Reporting Framework, 2015

## Resources on decent work and labour rights

- [\*\*SDG 8: Decent work and Economic growth\*\*](#), The Global Goals
- [\*\*Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy\*\*](#), International Labor Organization, 2017
- [\*\*Decent work indicators\*\*](#), International Labour Organization, 2008

## Resources on impact assessment

- [\*\*Human Rights Impact Assessment Guidance and Toolbox\*\*](#), Danish Institute for Human Rights, 2020
- [\*\*Human Rights Impact Assessment Guidance and Toolbox: Stakeholder engagement\*\*](#), Danish Institute for Human Rights, 2020
- [\*\*Human Rights Impact Assessment Toolkit\*\*](#), NomoGaia, 2016
- [\*\*Guide to Human Rights Impact Assessment and Management\*\*](#), International Finance Corporation, 2011
- [\*\*Practical guidance and Terms of Reference templates for enhanced assessment of human rights risks and impacts\*\*](#), CDC Group, 2016
- [\*\*Environmental and Social Impact Assessment\*\*](#), Environmental & Social Management System (ESMS), 2020
- [\*\*Fastips\*\*](#), International Impact Assessment Association
- [\*\*Best Practice Principles\*\*](#), International Impact Assessment Association
- [\*\*ESIA and SIAs\*\*](#), Netherlands Commission for Environmental Assessment
- [\*\*EIA Regulation by Country\*\*](#), Netherlands Commission for Environmental Assessment

## Resources on climate change and environment

- [\*\*About human rights and climate change\*\*](#), Office of the High Commissioner for Human Rights
- [\*\*About human rights and the environment\*\*](#), Office of the High Commissioner for Human Rights
- [\*\*Guidelines for a Just Transition\*\*](#) towards environmentally sustainable economies and societies for all, International Labour Organisation (ILO)
- [\*\*Just Transition, Decent Work and Climate Resilience\*\*](#), International Labour Organisation (ILO)
- [\*\*Sectoral Climate Action Pathways\*\*](#), UNFCCC
- [\*\*The Nature of Risk\*\*](#), World Wildlife Fund 2019



## Other resources

- **What are National Contact Points for RBC?** Organization for Economic Co-operation and Development (OECD)
- **Mediation and Complaints-Handling Institution for Responsible Business Conduct in Denmark**
- **When national law conflicts with international human rights standards: Recommendations for Business**, British Institute of International and Comparative Law, Bingham Centre for The Rule of Law, 2018
- **Standards Map App**, International Trade Centre