



Seven Approaches to Developing Projects in Fragile Governance Environments

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Executive Summary¹

Projects face particular challenges when implemented in regions emerging from civil or external conflict, where the rule of law is weak, or where social or political tensions are present. Such challenges may include the following:

- Entrants to newly opened markets may be viewed suspiciously. The prevailing local narrative about the conflict may result in general distrust of foreign investment.
- The perception of winners and losers from private investment can exacerbate residual tensions among class, ethnic, or political groups in the aftermath of civil conflict.
- Uncertainties created by weak rule of law can adversely affect both project development and communities.
- Private investment can be affected when post-conflict governments fail in their basic responsibilities to protect the human rights of their citizens.

Fragile governance conditions can manifest themselves in asset vulnerability, technological challenges, communications disruptions, and threats to critical infrastructure. To address these challenges, this paper contains seven approaches for investors operating in volatile governance environments.

Approach 1: Understand the local context

Companies poised to invest in fragile and conflict-affected areas can access a spectrum of tools designed to assess the risk of contributing to and being affected by local conflict, measure various aspects of governance capacity, or analyze the contextual factors that underlie fragile governance. Many such publicly available resources provide national level snapshots across a range of countries, while proprietary reports from commercial risk management groups may include targeted sub-national analyses. Before embarking on a development project, it is important for investors to understand the local context of fragile and conflict-affected areas. Evaluating country and region specific risk factors is one such way to gain a deeper understanding of the local context.

Approach 2: Build trust through community engagement

Early and continuous community engagement provides a vehicle for catching issues early and building trust. When national governance structures are weak, gaining buy-in from project-affected communities and other interest groups is particularly important. Additionally, community engagement helps developers to understand local decision-making structures and the spectrum of interests among affected parties, which can smooth the way for project implementation.

Trust can also be promoted by performing participatory mapping to ascertain the diversity of group interests, providing easy access to project information, enlisting host-country community intermediaries, and acknowledging disparities between project winners and losers. Perceptions of

¹ DISCLAIMER: This note and the third-party resources that are referenced in it are not intended to replace any OPIC policy or procedure. Moreover, parties that adopt any recommendations contained in these resources are not assured of compliance with any OPIC policy or procedure.

unfairness can be mitigated early on by identifying all groups that are potentially affected by a project, and including them in public consultations even when not required to do so under local regulations or by project lenders. When decisions about the distribution of project benefits are transparent, consistent across parties, and well-documented, the risk of conflict from trust deficiencies is reduced.

Approach 3: Establish effective project-level grievance mechanisms

The risk of project-level grievances in fragile governance environments is high, and project developers should not expect to avoid all grievances even with the best intentions for community engagement. A functional project-level grievance mechanism can serve as an open channel for community concerns in order to address any surfacing conflicts. Grievance mechanisms are often a requirement for IFI-supported projects, and a survey of transnational corporations found that over two-thirds reported grievance mechanisms to be useful in resolving project-related conflicts. Concerns brought to such mechanisms can serve as both a safety valve and an opportunity to obtain rapid community feedback. Project-level mechanisms can be tailored to the degree of risk posed by the project and to the specific needs of the affected communities. These mechanisms are one way to provide traditionally marginalized groups the opportunity to bilaterally engage with project developers.

Approach 4: Support measures to counteract weak governance

The private sector can take meaningful steps to combat corruption, improve transparency, and strengthen government capacity. Beyond legal requirements and international best practices to combat corruption, there is growing recognition that corruption is bad for business. Collective actions to combat corruption include sharing lists of bad actors in host governments and establishing a collective code of conduct. With respect to transparency, companies operating in a country can call for competitive bidding in procurement processes for infrastructure projects, and for making public-private partnership contracts public. When the rule of law, the public sector's institutional capacity, or the court system are weak, investors might anticipate and mitigate risks of conflict. For example, an investor could engage a neutral third party to mediate any compensation-related disputes where local property rights regimes are lacking.

Approach 5: Encompass human rights in business practices

U.S. companies operate in a global "fishbowl," where the actions companies take directly, as well as those of their suppliers, are frequently visible and can be closely scrutinized. Establishing explicit human rights policies and associated due diligence helps companies ensure that they are meeting legal requirements of their home and host governments. Operating in line with expectations of both consumers and broader stakeholders helps protect the company brand. Depending on the stage of project development, companies should consider incorporating human rights issues into their environmental and social impact assessments and partnering with appropriate local NGOs to address the human rights impacts of investment. Developers should also conduct background checks and audits

on suppliers and contractors to help ensure that human rights and labor standards are being adhered to throughout the supply-chain.²

Approach 6: Incorporate broader community development initiatives

Where governance capacity is low, companies may benefit by conceptualizing their investment to include certain community development initiatives. When aligned with a company's goals, community investment can help produce better outcomes for investors and local communities alike. For example, a company struggling with worker absenteeism during the rainy season might deem it worthwhile to invest in local critical infrastructure and transportation assistance. Similarly, high employee health insurance premiums might be reduced by piloting an HIV/AIDS or a malaria prevention program. In order to address sustainability issues and avoid creating unrealistic expectations, companies should consult carefully with communities about what problems to address and how to best structure solutions. When performed in collaboration with community leaders and civil society, these kinds of interventions can help improve relations by giving the community a stake in the project's success.

Approach 7: Address sector-specific sensitivities

Considerable practical experience has accumulated regarding the intersection between weak governance conditions and investment in extractive, infrastructure, or natural resource sectors. The potential for conflict in fragile governance environments is exacerbated when projects are land resource intensive and revenue flows to the host government are substantial. Some of the past experiences have been codified into sector-specific tools and practices for avoiding and managing conflict. While geared toward particularly sensitive sectors, many of the good practice concepts developed for them can be applied across industries. In order to address sector-specific sensitivities, investors should review relevant resources and attempt to understand potential issues that could arise.

² See more information on the U.S. Government Approach to Business and Human Rights here: <http://www.humanrights.gov/2013/05/01/u-s-government-approach-on-business-and-human-rights/>

I. Introduction

Developing markets can offer great opportunities for U.S. investors, but they can also present a variety of risks. Projects face an additional layer of complexity when implemented in regions emerging from civil or external conflict, where the rule of law is weak, or where there are pre-existing social or political tensions. Risks involving corruption, human rights abuses, and conflict over project implementation are often higher in fragile governance environments.³ For example, OPIC currently has active projects in 25 of the 40 most corrupt countries according to Transparency International.⁴

Fragile governance conditions can manifest themselves in asset vulnerability, technological challenges, communications disruptions, and threats to critical infrastructure. While some level of country risk is associated with any foreign investment, risks are heightened in fragile governance environments. Project success often depends on the ability to identify these risks. Just as critical, however, is the ability to prevent and manage conflicts between investors and project-affected groups that are exacerbated by fragile country governance. Investments in fragile states can support overall stability through job creation and economic growth, but these development benefits will be forgone unless conflict-related risks can be managed.

This advisory note offers a variety of tools and best practice guidance for investors operating in any emerging market, but the resources are particularly relevant to investments in more volatile governance environments. Section II describes several conditions associated with weak governance that can pose risks to project completion, Section III summarizes a set of seven approaches that investors might consider to address these risks, and Section IV consists of an annotated set of resources that provides more detail on the seven approaches.

II. Risks in Fragile Governance Environments

In post-conflict or fragile governance environments, U.S. investors may face a range of conditions that are conducive to escalating tensions. Although the presence of a single condition can suffice to create conflict, several of the conditions listed below may be present in a given country.

Entrants to newly opened markets may be viewed suspiciously.

The prevailing local narrative surrounding a recent conflict may result in general distrust of foreign investment, including suspicion toward American investors if the US government was believed to have taken sides. If an old regime has been widely discredited, companies could taint their reputations by establishing business relationships with individuals or companies perceived as being associated with the old regime. Any incident that contributes to trust deficiencies can quickly be exacerbated by the spread of information through word of mouth and electronic media.

³ Defined as countries where governments are unwilling or unable to assume their responsibilities (OECD: <http://www.oecd.org/daf/inv/corporateresponsibility/36885821.pdf>)

⁴ "Corruption Perceptions Index 2013," *Transparency International*. <http://cpi.transparency.org/cpi2013/results/>

The perception of winners and losers from private investment can exacerbate pre-existing tensions.

In the aftermath of civil conflict, residual tensions may remain among class, ethnic, or political groups. High unemployment, disenfranchisement, discrimination, and localized struggles for resource wealth and influence are common problems in post-conflict situations. As a result, project developers are subject to enhanced scrutiny regarding favoritism. Even the best-intentioned investment can be perceived by some groups as displaying favoritism, in terms of access to goods or services created by the project, job and procurement opportunities, or compensation paid for physical or economic relocation. In some cases, newly established stability may heighten expectations for local job opportunities or other benefits that may be hard for companies to meet, especially if there is a mismatch between the labor force and the skills needed.

The uncertainties created by weak rule of law can adversely affect project development and local communities.

International investors regularly engage with host governments in multiple ways, including bidding for public-private infrastructure projects, obtaining necessary permits and licenses, and paying royalties and taxes. A host government may be an unreliable partner, however, if there is widespread corruption, lack of transparency in decisions affecting private investment, or weak financial management. Post-conflict governments may face additional challenges due to new political constituencies, capacity constraints, or competing policy priorities. When the rule of law is weak, local stakeholders may perceive public protests as the only way to make their voices heard.

The confluence of a weak governance environment with a high risk sector can raise the likelihood of particular types of conflict with affected communities. For example, a gas pipeline construction project with major land acquisition requirements is more susceptible to conflicts in a country where the land tenure regime is weak. In some cases, organized criminal groups, political-military groups, black market traders, and corrupt bureaucrats may benefit from the power vacuum resulting from weak rule of law. If such actors perceive the arrival of an outside investor as a threat to their wealth or influence, they may resort to measures to maintain the *status quo* that could hinder or even halt an investment project.

Post-conflict environments are sometimes associated with past or ongoing human rights abuses.

Private investment is affected when governments fail in their basic responsibilities to protect their citizens, such as through the provision of physical security and safe labor and environmental conditions. Even if overt conflict has ended, the security situation may be fluid, with only weak presence of official security from formal authorities. Project developers and employees may face an environment of physical insecurity, unsafe labor conditions, and inter-group discrimination within project-affected communities. At worst, there could be unintentional complicity in human rights abuses. Even the

perception of complicity in past or ongoing human rights abuses can have severe and far-reaching consequences for investors⁵.

III. Approaches for Addressing Governance-Related Risks

In order to mitigate risks related to weak governance, investors may consider adopting the following seven approaches:

Approach 1: Understand the local context

For companies considering investing in fragile and conflict-affected areas, there exists a spectrum of tools designed to guide investors in the implementation process and with assessing risk at an early stage. Many of these resources address country-level indicators that measure various aspects of governance capacity, such as the annual indices published by Transparency International, The World Justice Project, or The Fund for Peace. Other resources, such as the Conflict Assessment Framework 2.0 developed by USAID, are designed to assist parties operating in conflict-affected areas to diagnose conflict, evaluate risk, and analyze the contextual factors that drive fragile governance. Another paper from USAID, “Conflict-Sensitive Approaches to Value Chain Development,” offers helpful guidance regarding the value chain effects of conflict and fragility, as well as useful tips for risk assessment.

Sub-national governance can be an equally critical factor in determining project risk, as even robust host government capacity at the national level may not guarantee similar capacity on the local level. Reports from commercial risk management groups frequently include sub-national analyses that examine a variety of conflict-related factors. Given the proprietary nature of the models and methods used to generate such analyses, many of these reports can only be accessed on a paid subscription basis. The resources listed in the next section of this report, however, cover an array of topics and industries and are freely available to the public. Before embarking on a development project, it is important to understand the local context of fragile and conflict-affected areas, in order to avoid and mitigate the risk of project related conflict.

Approach 2: Build trust through community engagement

Early and continuous community engagement provides a vehicle for catching issues early and building trust. When national governance structures are weak, gaining buy-in from project-affected communities is particularly important, especially where political power at the national level has been largely superseded by that of inter- and intra-group politics. While groups in fragile governance areas often form along ethnic and religious lines, other less obvious divisions might include clan or tribal allegiance, political affiliation, social status, or labor groups. Understanding local decision-making structures and the spectrum of interests among affected parties can smooth the way for project completion.

Investors can gain trust by educating community advocates about the benefits of their project, performing participatory mapping to ascertain the diversity of group interests, providing easy access to

⁵ The experience of Royal Dutch Shell in Nigeria in the late 1990s is a prime example (http://www.international-alert.org/sites/default/files/publications/practice_note3_march2010.pdf).

project information, and enlisting the help of host-country advisors to serve as community intermediaries throughout the project cycle.

It is also important to acknowledge disparities between “winners” and “losers” of a project. Perceptions of unfairness can be mitigated early on by identifying all groups that are potentially affected by the project, and including them in public consultations even if not required to do so under local regulations. When decisions about the distribution of project benefits are transparent, consistent across parties, and well-documented, the risk of conflict from perceptions of unfairness is reduced⁶. Equally important is equitable benefit distribution from corporate social responsibility programs. For example, a microenterprise funding mechanism that equalizes access to capital for otherwise disadvantaged groups can spur entrepreneurship, creating a more promising investment outlook for project developers.

Approach 3: Establish effective project-level grievance mechanisms

The risk of project-level grievances is heightened in fragile governance environments, even when companies are able to effectively engage with communities. A functional project-level grievance mechanism can serve as an open channel for community concerns in order to address any surfacing conflicts. As such, project or company-level grievance redress mechanisms (GRMs) are an increasingly common practice in international investment. A survey of transnational corporations with established project-level complaint mechanisms reveals that over two-thirds of them found their GRMs to be useful in resolving project-related conflicts.⁷ Some international financial institutions, including OPIC, require their clients to establish project-level GRMs.⁸

The benefits of operating a project-level GRM extend beyond the prevention of deeper conflict. Maintaining an open dialogue for community concerns also alerts companies to weaknesses in their management systems or failures in their production processes – problems that may not be immediately identifiable by project “insiders” like managers or workers. Project-level mechanisms can be better tailored to the specific needs of communities, such as providing traditionally marginalized groups like women, minorities, and indigenous peoples, access to the GRM process. Furthermore, in contexts where official government redress channels are slower or more costly, such as in fragile environments, a company-led GRM can lead to a more efficient conflict resolution by reducing the span of time between the introduction of the grievance and the achievement of a settlement. When effective, the use of GRMs can substantively improve the company reputation among local stakeholders and potential lenders.

Companies should regularly evaluate and update their GRMs to ensure that they continue to meet the needs of the local community and are inclusive of all segments of the populations. In fragile contexts

⁶ The case of Bougainville, Papua New Guinea exemplifies the risk associated with perceptions of unfairness (http://www.un.org/en/events/environmentconflictday/pdf/GN_Extractive_Consultation.pdf).

⁷ “Building Public Trust: Transnationals in the Community,” International Institute for Environment and Development (2009), <http://pubs.iied.org/pdfs/17049IIED.pdf>

⁸ See OPIC’s Environmental and Social Policy Statement, section 3.9: http://www.opic.gov/sites/default/files/consolidated_esps.pdf.

especially, it is important to adapt project-level GRMs to the local cultural context. This may take the form of maintaining face-to-face communication and working through local-level channels. GRMs can be a tool for risk management, by allowing all members of the community an opportunity to bilaterally engage with the project developers.

Approach 4: Support measures to address weak governance

The private sector can take serious steps to combat corruption, improve transparency, and even strengthen government capacity. Beyond legal requirements, there is growing recognition of the business value of maintaining zero tolerance for corruption. Some host governments are beginning to award infrastructure contracts to companies with clean reputations even if they are not the lowest bidder. Collective actions by corporations to combat corruption include sharing lists of bad actors in host governments and establishing a collective code of conduct.

Corporations in fragile environments can also adopt collective measures to increase transparency. Incorporating competitive bidding in the procurement processes for infrastructure projects, making public-private partnership contracts public, or involving local stakeholders in planning processes are some ways to improve project transparency. In the extractive sectors, companies can support the Extractive Industry Transparency Initiative, a global coalition working together to improve openness and accountability regarding natural resource revenues.⁹

When rule of law or institutional governance is weak, investors can anticipate and mitigate the risk of associated conflicts. For example, disagreements may arise around payment schemes to compensate individuals or communities for negative impacts on project land. Issues can range from deciding who is eligible for compensation to agreeing on the specific criteria for determining the payment amount. When existing property rights regimes are weak, an investor can engage a neutral third party to mediate any such disputes. These measures may prove useful in cases where the official court system lacks the capacity or transparency to adequately process such claims.

Many times fragile governance is attributable to a lack of core competencies or resources in government institutions, and investors may come across capacity-building opportunities. In the extractive sectors especially, large investors often possess the technical and management tools that governance institutions are missing. Local or sub-national governments that receive tax revenues or royalties from a development project may be incapable of properly managing these large income streams due to lack of expertise and resources. Project sponsors might help by offering financial management systems and relevant training to government employees. Wherever the investor's capacities intersect with the needs of the government, an opportunity exists for creating a stronger governance system. Partnering with governments to build capacity facilitates greater transparency and accountability, but also makes good business sense.

⁹ "What is the EITI?" *Extractive Industries Transparency Initiative*. <http://eiti.org/eiti>

Approach 5: Encompass human rights in business practices

Beyond the moral grounds for developing and adhering to a robust human rights policy, there is a compelling business case. In many respects, U.S. companies operate in a global “fishbowl” – the actions companies take directly, as well as those of their suppliers, are frequently visible and closely scrutinized. By operating in line with expectations of both their consumers and broader stakeholders, companies protect their brand reputation. Moreover, establishing appropriate human rights policies and associated due diligence helps companies ensure that they are meeting legal requirements of their home and host governments, and avoids human rights related litigation. At the workplace level, workers who are physically protected, free from extortion, justly treated, and fairly compensated will generally be highly motivated and more productive.

In the early stages of project development investors can incorporate a human rights impact assessment into their environmental and social impact assessments. Partnering with local NGOs can be an effective approach for determining the human rights impacts of investment, as their long-established presence in the region and detailed knowledge of local issues can provide valuable contextual insights. Engaging NGOs can also help establish trust among communities. Once a project is operational, periodic audits should be conducted to help ensure that labor and human rights standards are being adhered to throughout the supply-chain. Similarly, thorough due diligence when selecting local contractors can obviate the risk of partnering with perceived human rights violators.

The UN Guiding Principles on Business and Human Rights set forth recommendations for good corporate practices with respect to human rights, which are reflected in the U.S. Government Approach on Business and Human Rights:¹⁰

- Develop a policy statement committing to respect human rights that is approved at the highest organizational level.
- Conduct due diligence to identify, prevent, mitigate, and account for actual and potential adverse human rights impacts.
- Identify and assess actual or potential adverse human rights impacts using internal and external expertise.
- Integrate the findings of impact assessments across relevant internal functions and processes, and take appropriate action.
- Track response effectiveness with appropriate qualitative and quantitative indicators.
- Communicate with external stakeholders in a form and frequency that reflects the organization’s human rights impacts and is accessible to its intended audience.
- Implement or cooperate in a process for remediation of any adverse impacts on human rights.
- Comply with applicable laws and respect internationally recognized human rights.
- Seek to prevent and mitigate adverse human rights impacts that are most severe or where delayed response would make them irremediable, when it is necessary to prioritize actions to address adverse human rights impact.

¹⁰ See Section III - Resources

To successfully incorporate human rights into business practices, companies should continuously acquaint themselves with the growing body of relevant international best practices.¹¹

Approach 6: Incorporate broader community development initiatives

Investors may seek to extend their impact beyond the project itself by investing in broader community development initiatives. In areas where governance capacity is low, unmet local needs present an even greater opportunity for investors in this regard. But community investment (CI) need not be undertaken for its own sake. In fact, experience has shown that when CI is aligned with a company's goals, it will be more likely to produce better outcomes for investors and local communities alike. For example, a company struggling with worker absenteeism during the rainy season might deem it worthwhile to invest in local critical infrastructure and transportation assistance. Similarly, high employee health insurance premiums might be reduced by piloting an HIV/AIDS or a malaria prevention program. Simply hiring locally, instead of importing laborers from large cities, can yield positive externalities for the community.

Targeted investments in community development can help secure the social license to operate in an area for years to come, further extending the benefits of CI. When performed in consultation with community leaders and local NGOs, these kinds of interventions are also more profitable and sustainable. In order to avoid creating unrealistic expectations, companies should consult carefully with communities about what problems to address and how best to structure solutions. A collaborative approach will better ensure a sense of local ownership and build civil society capacity in the process.

Approach 7: Address sector-specific sensitivities

Substantial on the ground experience regarding the extractive, infrastructure, and natural resource sectors has accumulated over time. In some cases, this experience has been codified into sector-specific tools for avoiding and managing conflict. In order to address sector-specific sensitivities, investors should review relevant resources and attempt to understand potential issues that could arise. One such resource developed by USAID, "Land & Conflict: A Toolkit for Intervention," addresses common problems surrounding land issues for actors operating in fragile areas, including land tenure insecurity, landholding inequities, and displacement of populations. The report also includes guidance for investors on assessing risk and mitigating conflicts that may arise around land. Similar toolkits have been developed by USAID for specific land-related industries, such as forestry and mineral extraction.

A resource by International Alert, "Conflict-Sensitive Business Practice: Guidance for Extractive Industries," includes project and macro-level tools for conflict and risk assessment. Operational charts for oil, gas, and mining projects offer tailored guidance on conflict-sensitive business practices through each phase of the project cycle. The guide also includes best practices information regarding flashpoint issues such as stakeholder engagement, compensation, resettlement, corruption, and proper management of security risk. While geared toward extractive industries, many of the concepts and

¹¹ See Section III – Resources, for more information regarding current literature on international best practices.

guidance can be leveraged by project sponsors across a variety of sectors. More resources addressing sector-specific sensitivities are provided in the Resources section below.

IV. Resources¹²

The resources listed and summarized below are intended to help U.S. investors address various issues that may arise when entering fragile governance environments. Resources are organized according to the seven different approaches laid out in Section III. This resource list constitutes a representative sample of relevant information that has been made publicly available. However, because this field is rapidly evolving, this guide may be periodically revised.

1. Understand the local context

“Conflict Assessment Framework, Version 2.0,” *United States Agency for International Development*, June 2012. <http://www.usaid.gov/what-we-do/working-crises-and-conflict/technical-publications>

This revised framework published by the Office of Conflict Management and Mitigation includes a variety of diagnostic and analytical tools for assessing conflict. Topics covered include conflict dynamics, risk factors, and strategies for conflict response. Appendices include summarized diagnostic and analytical guidance for parties operating in conflict-affected areas.

“Conflict-Sensitive Approaches to Value Chain Development,” *United States Agency for International Development*, May 2008. http://pdf.usaid.gov/pdf_docs/PNADY232.pdf

USAID outlines conflict-sensitive approaches to development in areas of the world that are war-torn and conflict ridden. This paper presents strategies for conflict analysis and identifying value chain and conflict interactions, in addition to developing options for project implementation.

Corruption Perception Index 2012. Transparency International. <http://cpi.transparency.org/cpi2012/results/>

The Corruption Perceptions Index ranks countries and territories based on how corrupt their public sector is perceived to be. A country or territory’s score indicates the perceived level of public sector corruption on a scale of 0 - 100, where 0 means that a country is perceived as highly corrupt and 100 means it is perceived as very clean. A country's rank indicates its position relative to the other countries and territories included in the index.

¹² The appearance of hyperlinks or the mention of or links to any third party reports or initiatives in this paper does not constitute or imply endorsement by the Office of Accountability, Overseas Private Investment Corporation (OPIC) or the United States Government of any linked site or of any product, information or service. These links (or information concerning such links) are offered solely as a convenience to the user. None of OA, OPIC or the United States Government offers any guarantee or warranty concerning any product, information or service described or available at such links.

“Developing Capacity for Conflict Analysis and Early Response: A Training Manual,” Conflict Management Capacity Building Project, *United Nations*.

<http://unpan1.un.org/intradoc/groups/public/documents/un/unpan011117.pdf>

A training manual that provides a step-by-step guide on building capacity for conflict analysis and early response design and implementation.

Doing Business: Measuring Business Regulations. *International Finance Corporation (IFC) and World Bank*, 2012. <http://www.doingbusiness.org/rankings>

The “Ease of Doing Business” index ranks 185 economies according to their business environments. For each economy, the ranking is calculated as the simple average of the percentile rankings of the following ten topics: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts, and resolving insolvency. In addition to the current year’s ranking, “Doing Business” presents a comparable ranking for the previous year so that changes over time can be analyzed.

The Fragile States Index 2014. *Fund for Peace*. <http://ffp.statesindex.org/rankings-2014>

The Fragile States Index (FSI), produced by The Fund for Peace, is a critical tool in highlighting the indicators of risk that contribute to increasing fragility across different countries. By identifying pertinent issues in weak and fragile states, the FSI — and the social science framework and software application upon which it is built — makes political risk assessment and early warning of conflict accessible to policy-makers and the public at large.

Global Peace Index 2013. *Institute for Economics and Peace*.

<http://www.visionofhumanity.org/#/page/indexes/global-peace-index>

The Global Peace Index (GPI) measures the state of peace in 162 countries, using qualitative and quantitative data to gauge internal and external peace levels. The GPI Report provides an analysis of the data by identifying trends in peace over time, highlighting the key drivers of peace, and conducting an economic calculation of the impact of violence on the global economy.

Ibrahim Index of African Governance 2012. *Mo Ibrahim Foundation*.

<http://www.moibrahimfoundation.org/iiag/>

The Ibrahim Index of African Governance (IIAG) is a comprehensive collection of quantitative data on governance in Africa. Compiled in partnership with experts from a number of the continent's institutions, it provides an annual assessment of governance in every African country. The IIAG provides a framework for citizens, governments, institutions, and business to assess policy outcomes and the delivery of public goods and services across Africa.

Reports and Webinars, *Control Risks*.

<http://www.controlrisks.com/OurThinking/SitePages/Reports.aspx/OurThinking/SitePages/Reports.aspx#>

Control Risks regularly produces materials such as the “Global Risk Map Report” for public consumption. A no-cost subscription is required for access.

Rule of Law Index, *The World Justice Project*, 2012. <http://worldjusticeproject.org/rule-of-law-index>

The WJP Rule of Law Index is a quantitative assessment tool designed to offer a comprehensive picture of the extent to which countries adhere in practice to the rule of law. It applies a set of performance indicators according to nine dimensions to derive a set of ratings for each country.

2. Build trust through community engagement

Guidance on Responsible Business in Conflict-Affected and High-Risk Areas: A Resource for Companies and Investors, *UN Global Compact and PRI*, 2010.

http://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/Guidance_RB.pdf

This guidebook assists companies in implementing responsible business practices in conflict-affected and high-risk areas that are consistent with the UN’s Global Compact Ten Principles. It offers general best practices on subjects such as local stakeholder engagement and strategic social investment.

Robert Davis and Daniel M. Franks, “The Costs of conflict with local communities in the extractive industry,” *First International Seminar on Social Responsibility in Mining*, 2011.

http://shiftproject.org/sites/default/files/Davis%20&%20Franks_Costs%20of%20Conflict_SRM.pdf

This resource offers insights into how companies are responding to mitigate or avoid the occurrence of company-community conflict. It also identifies the potential costs that can arise for extractive companies at different stages of a project’s life cycle.

The Role of the Private Sector in Fragile and Conflict-Affected States, *World Development Report*, 2011.

http://web.worldbank.org/archive/website01306/web/pdf/wdr_background_paper_peschka_04dbd.pdf?keepThis=true&TB_iframe=true&height=600&width=800

This paper explores ways that the private sector can positively contribute to peace-building and conflict prevention, and how the beneficial role of the private sector can be supported and enhanced.

Spinning Gold: The Financial Returns to External Stakeholder Engagement, Witold J. Henisz et al, Deloitte & Touche, associate Professor of Management, *University of Pennsylvania*. [http://www-](http://www-management.wharton.upenn.edu/henisz/hdn.pdf)

[management.wharton.upenn.edu/henisz/hdn.pdf](http://www-management.wharton.upenn.edu/henisz/hdn.pdf)

This paper empirically demonstrates that increasing cooperation and reducing conflict with stakeholders enhances the financial valuation of a firm. The authors use gold mines in their

study by plotting 5,000 stakeholder events in order to evaluate the benefits of engaging stakeholders.

“Stakeholder Consultations in Investment Operations,” *The World Bank*, Guidance Note, November 2011. http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2012/02/26/000386194_20120226233951/Rendered/PDF/671210WP00PUBL0ultations0Note0web20.pdf

This guidance note stresses the need for stakeholder input before carrying out development projects. It provides a strategy for the process which includes determining the issues, identifying key stakeholders, formulating consultations, and disseminating information.

Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets, *International Finance Corporation*, 2007. http://www.ifc.org/wps/wcm/connect/938f1a0048855805beacfe6a6515bb18/IFC_StakeholderEngagem ent.pdf?MOD=AJPERES

Drawing on the experiences of the IFC as well as the current thinking and practices of its client companies and other institutions, this handbook provides the reader with the good practice “essentials” for managing stakeholder relationships. The emphasis is on dynamic contexts, where unexpected events occur and facts on the ground change.

Zandvliet, L., & Anderson, M. B. (2009). *Getting It Right: Making corporate-community relations work*. Sheffield, England: Greenleaf Publishing.

Written for corporate managers who are responsible for company operations in societies that are poor and politically unstable, this book offers practical advice on community engagement through the experiences of project implementers in a variety of challenging environments.

3. Establish effective project-level grievance mechanisms

“Addressing Grievances from Project-Affected Communities,” Good Practice Note, *International Finance Corporation*, 2009. <http://www1.ifc.org/wps/wcm/connect/cbe7b18048855348ae6cfe6a6515bb18/IFC%2BGrievance%2BM echanisms.pdf?MOD=AJPERES&CACHEID=cbe7b18048855348ae6cfe6a6515bb18>

This note provides guidance on the formulation and implementation of grievance redress mechanisms (GRMs) for investors and project managers. Additional recommendations are included regarding the evaluation of GRMs and the resources required to implement them effectively.

“Building Capacity for Grievance Redress Mechanisms,” *Office of the Special Project Facilitator, Asian Development Bank*, 2010. <http://www.adb.org/sites/default/files/pub/2011/building-capacity-grievance-redress-mechanisms.pdf>

This resource is an overview of how to properly design and administer grievance redress mechanisms (GRMs). The paper emphasizes that a broader change in perceptions towards the grievance process can yield more positive results.

“Designing and Implementing Grievance Redress Mechanisms,” *Asian Development Bank*, 2010. <http://www.adb.org/sites/default/files/grievance-redress-mechanisms.pdf>

This guide clarifies the concept of grievance redress mechanisms and presents the rationale for their implementation. It shows how grievance redress should be built into projects' policy and institutional frameworks as well as planning models. It also describes the key elements of grievance redress mechanisms and provides step-by-step guidelines for designing and implementing these mechanisms.

“Feedback Matters: Designing Effective Grievance Redress Mechanisms for Bank-Financed Projects, Part I: The Theory of Grievance Redress,” *The World Bank, Social Development Department*, 2012. <https://openknowledge.worldbank.org/bitstream/handle/10986/12524/692060ESW0P1250Effective0Governance.pdf?sequence=1>

Drawing on the experience of World Bank financing operations, this note offers an overview of the GRM process and best practices for their design and implementation. The note emphasizes the need for clear channels of communication between project sponsors and project-affected groups throughout the life of the project.

“Global Review of Grievance Redress Mechanisms in World Bank Projects,” *The World Bank*, 2013. <http://siteresources.worldbank.org/PROJECTS/Resources/40940-1366729852427/GlobalReviewofGRMs.pdf>

This note provides a qualitative assessment of selected GRMs, a snapshot of current usage of GRMs in World Bank projects, and recommendations for improved risk management via GRM implementation and design. While specific to World Bank initiatives, the report provides useful insights regarding the problems associated with GRM implementation within IFIs, and helpful guidance for GRM improvement.

“A Guide to Designing and Implementing Grievance Mechanisms for Development Projects,” Advisory Note, *The Office of the Compliance Advisor/Ombudsman*, 2008. <http://www.cao-ombudsman.org/howwework/advisor/documents/implemgrieveng.pdf>

This note offers an alternative to ad hoc or exclusively internal processes to address project level grievances. It emphasizes the need for locally based grievance resolution mechanisms and provides four phases for designing and implementing them.

“Webinar on Grievance Redress Mechanisms,” *Open Government Partnership* (2012). <http://www.opengovpartnership.org/resources/webinar-grievance-redress-mechanisms>

This presentation focuses on approaches to design and implement successful GRMs. Examples of GRMs from Indonesia, Philippines, and India are showcased to highlight various aspects of effective GRMs.

4. Support measures to address weak governance

“Capacity Development in Fragile States,” Brinkerhoff, D.W., *European Centre for Development Policy Management*.

http://www.ecdpm.org/Web_ECDPM/Web/Content/Navigation.nsf/index2?readform&http://www.ecdpm.org/Web_ECDPM/Web/Content/Content.nsf/80ba021853007405c1256c790053145c/c56df8709c249bbcc12573060028676c?OpenDocument

This paper clarifies key concepts, reviews selected experience, and addresses several of the issues and dilemmas that members of the international community confront in dealing with capacity development in fragile states. To enable actors to begin to address these issues, the paper provides a variety of assessment frameworks. It also addresses such relevant topics as ownership, political will, leadership, and the trade-offs of capacity development.

Global Compact Business Guide for Conflict Impact Assessment and Risk Management, *United Nations*.

http://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/BusinessGuide.pdf

This report is meant to help companies develop strategies that minimize the negative effects of development projects in fragile environments and maximize the positive effects. It addresses the basic conditions necessary for successful investment, emphasizing transparency, socio-political stability, the rule of law, and respect for all involved stakeholders.

International Engagement in Fragile States: Can't We Do Better?, *Organization for Economic Co-operation and Development*, 2011.

<http://www.oecd.org/development/incaf/48697077.pdf>

This report summarizes the findings of the OECD with regard to international adherence to the ten principles for Good International Engagement in Fragile States and Situations (FSPs). It includes lessons learned by various international actors and host governments. While the FSPs are directed primarily at development organizations, their guidance and associated lessons learned can be applied to international investors across a range of industries.

“Rules of Engagement for Confronting Corruption in Emerging Markets,” Glenn Ware, Marissa Michel, Katherine E. Wiseniewski, and Suzanne Rich Folsom, *Journal of International Peace Operations*, September 2012 – October 2012, <http://web.peaceops.com/archives/2261>

This publication provides strategies for dealing with and avoiding corruption. It proposes standardized obligations for companies conducting business in jurisdictions where the rule of law is limited or non-existent, where institutions are weak, and where corporate governance in the local private sector is limited.

UNDP Practice Note: Capacity Building, *United Nations Development Programme*, 2008.

http://www.undp-alm.org/sites/default/files/downloads/pn_capacity_development1.pdf

This note introduces key concepts underlying the UNDP approach to supporting capacity development, and distinguishes between technical and functional capacities. It also explores four core capacity development issues which are key to the development and retention of

capacity across sectors and themes. The note concludes with answers to some frequently asked questions on capacity development.

5. **Encompass human rights in business practices**

Business and Human Rights Resource Center. <http://business-humanrights.org/en/company-policysteps/reporting/selected-company-reports>

This resource contains “good practice” examples of company reports that cover human rights issues. The different company reports address a number of factors relevant to human rights, including: practical project implementation, policies and management systems, project challenges and limitations, involvement of external stakeholders, and the management of human rights and environmental issues throughout the supply chain.

“Due Diligence for Human Rights: A Risk-Based Approach,” Taylor, Mark B., et al. 2009. http://www.hks.harvard.edu/m-rcbg/CSRI/publications/workingpaper_53_taylor_etal.pdf

This paper examines the operational implications of a “corporate responsibility to respect human rights.” The authors define an approach to due diligence based on assessing the risk of company involvement in human rights violations, and argue that due diligence and risk are proven approaches to guarding against social harm by companies.

“Guidance on Responsible Business in Conflict-Affected and High-risk Areas: A Resource for Companies and Investors” 2010. http://www.unglobalcompact.org/docs/issues_doc/Peace_and_Business/Guidance_RB.pdf

The report assists companies in implementing responsible business practices in conflict-affected and high-risk areas consistent with the Global Compact Ten Principles. It seeks to provide a common reference point for constructive dialogue between companies and investors on what constitutes responsible business practices in difficult operating environments, though it does not provide guidance on investment practices of financial institutions.

Guide for Integrating Human Rights into Business Management. *Business Leaders Initiative on Human Rights Ltd*, 2013. <http://www.integrating-humanrights.org/home>

The Guide for Integrating Human Rights into Business Management is an online tool produced jointly by the Business Leaders Initiative on Human Rights (BLIHR), the UN Global Compact and the Office of the UN High Commissioner for Human Rights (OHCHR). It offers practical guidance to companies wanting to take a proactive approach to human rights within their business operations and is of use primarily to business leaders and managers in large and medium-sized enterprises, private and state-owned, who would like to develop their understanding of human rights in business practice.

Guide to Human Rights Impact Assessment and Management. *International Finance Corporation (IFC)*. http://www1.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Guide+to+Human+Rights+Impact+Assessment+and+Management/Guide+to+HRIAM/

The Guide to Human Rights Impact Assessment and Management provides guidance on how to assess and manage the human rights risks and impacts of business activities through an iterative, dynamic, and interconnected process divided into seven stages. By moving through each stage in the sequence, the company will consolidate its knowledge and understanding of its human rights risks and impacts, and use the newly acquired information to inform subsequent decisions and actions.

Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework, *United Nations Office of the High Commissioner for Human Rights*, 2011. http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

This report includes guiding principles developed by the Special Representative of the UN Secretary-General on the issue of human rights and transnational corporations. The guiding principles address the role of business enterprises in society and their obligation to comply with recognized standards of human rights. Section II outlines guidance for the private industry in holding to international standards of human rights. It also includes recommendations for the implementation of a robust due diligence policy.

Human Rights Impact Assessment Toolkit, *NomoGaia*. <http://nomogaia.org/tools/>

This resource provides tool, handbooks, and resources related to conducting Human Rights Impact Assessments (HRIA). It includes a guide, an HRIA template, and two step-by-step video tutorials. The toolkit is meant to aid in the process of systematically identifying, predicting, and responding to potential human rights impacts of business operations.

HRCA Quick Check. *Danish Institute for Human Rights (DIHR)*. http://www.humanrights.dk/files/pdf/Publikationer/Human%20Rights%20and%20Business/HRCA_English.pdf

The HRCA Quick Check is a free, condensed version of the full Human Rights Compliance Assessment developed by the DIHR. The Quick Check includes a selection of the questions contained in the full HRCA, and allows companies to create an overview of the human rights risks and opportunities in their operations.

Institute for Human Rights and Business. <http://www.ihrb.org/>

This resource offers a space for dialogue regarding the relationship between business and international human rights standards. The Institute assists in addressing problems where laws are unclear, where accountability and responsibility may be ill-defined, or where dispute settlement mechanisms are insufficient.

"International Code of Conduct (ICoC) for Private Security Service Providers," 2010. http://www.icoc-ppsp.org/uploads/INTERNATIONAL_CODE_OF_CONDUCT_Final_without_Company_Names.pdf

The ICoC is a multi-stakeholder initiative convened by the Swiss government. It aims to set private security industry principles and standards based on international human rights and

humanitarian law, as well as to improve accountability of the industry by establishing an external independent oversight mechanism.

“My business and human rights: A guide to human rights for small and medium-sized enterprises,” *European Commission*. http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr-sme/human-rights-sme-guide-final_en.pdf

This report is a guide to respecting and integrating human rights into business practices targeted specifically toward small and medium enterprises. It addresses ways to respect human rights in six basic steps, questions companies should consider in everyday business situations, and examples of the negative impacts of human rights. The report also includes a list of other relevant resources.

OECD Guidelines for Multinational Enterprises, *OECD*. <http://www.oecd.org/daf/inv/mne/48004323.pdf>

This document provides recommendations to multinational enterprises for responsible business conduct, referencing applicable laws and internationally recognized human rights standards.

Performance Standards on Environmental and Social Sustainability, *International Finance Corporation*. http://www.ifc.org/wps/wcm/connect/115482804a0255db96fbffd1a5d13d27/PS_English_2012_Full-Document.pdf?MOD=AJPERES

The IFC performance standards are meant to provide a benchmark for the environmental and social sustainability of development projects. Many of the IFC performance standards address human rights related concerns, including labor and working conditions, community health, safety and security, involuntary resettlement, indigenous peoples, and cultural heritage.

“Reducing Child Labor and Forced Labor: A Toolkit for Responsible Businesses” *U.S. Department of Labor*, 2012. <http://www.dol.gov/ilab/child-forced-labor/>

This guide developed by the Department of Labor’s Bureau of International Labor Affairs is designed to help businesses combat child labor and forced labor in their global supply chains. The toolkit is organized around a series of steps to build and improve a corporate social compliance system and includes a list of supplementary resources.

Shift Project Ltd. <http://www.shiftproject.org/resources?tid=1&sticky=All>

An independent non-profit center for business and human rights practice, the Shift Project helps governments, businesses, and their stakeholders put the UN Guiding Principles on Business and Human Rights into practice. Resources offered by the Shift Project can be found on the program’s website.

“State of Play in Human Rights Due Diligence.” John Morrison and David Vermijs, *Institute for Human Rights and Business*, 2011. http://www.ihrb.org/pdf/The_State_of_Play_of_Human_Rights_Due_Diligence.pdf

This publication discusses how to develop a policy, assess a business’ impact, integrate policy throughout a business, and track and report human rights due diligence. In cases of state

inability and failure, the responsibility increasingly falls on companies to play a larger role in the field of human rights. The UN Human Rights Council sought to clarify the obligations for states and the responsibilities of business by adopting the Special Representative's framework.

UN Declaration of Human Rights, "The Universal Declaration of Human Rights," *United Nations*.
<http://www.un.org/en/documents/udhr/>

This resource is a declaration of the human rights that the United Nations has declared to be universal. The declaration address globally acknowledged human rights through a series of 30 Articles. Familiarity with this list could help ensure that investors do not infringe on any persons basic rights throughout development projects. U.S. Government Approach on Business and Human Rights, *U.S. Department of State, Bureau of Democracy, Human Rights & Labor*, May 2013.

<http://www.humanrights.gov/2013/05/01/u-s-government-approach-on-business-and-human-rights/>

This document illustrates how the U.S. government approaches business and human rights, by providing examples of laws, regulations, and policies relevant to the intersection between these issues. It also addresses what U.S. companies should know when it comes to respecting human rights throughout their global operations.

"The Voluntary Principles on Security and Human Rights," *The Voluntary Principles Initiative*, 2004.
http://www.voluntaryprinciples.org/files/Voluntary_Principles_-_English.pdf

The Voluntary Principles Initiative is multi-stakeholder initiative that provides guidance to extractive and energy companies on maintaining security within a framework that ensures respect for human rights. The unifying Voluntary Principles guide companies in conducting a comprehensive human rights risk assessment in their engagement with public and private security providers to ensure human rights are respected in the protection of company facilities and premises.

6. Incorporate broader community development initiatives

"Inclusive agricultural investment: Sharing lessons from experience," *International Institute for Environment and Development*, 2013. <http://pubs.iied.org/pdfs/17160IIED.pdf?>

This briefing shares key experience from multi-stakeholder meetings convened by IIED, particularly focusing on practical insights that are most relevant to private sector stakeholders. While using examples from the agriculture industry, lessons and strategies discussed are applicable to a broad range of investors and industries.

"Investing in People: Sustaining Communities through Improved Business Practice," *International Finance Corporation*,
<http://www.ifc.org/wps/wcm/connect/1dc2e10048865811b3fef36a6515bb18/CommunityGuide.pdf?MOD=AJPERES>

This guide establishes the business case for strategic community investment with an emphasis on linking community development to core business activities. A number of case studies serve as examples for effective structure and execution of community investment initiatives.

“Practice note 3: Foreign Direct Investment in conflict-affected contexts,” John Bray, *International Alert*, http://www.international-alert.org/sites/default/files/publications/practice_note3_march2010.pdf

International Alert’s practice note explains why and how the operations of foreign investors are relevant for economic development planners and practitioners in conflict-affected contexts. It presents issues, risks, and opportunities that economic development professionals need to bear in mind when designing programs and initiatives that seek to attract foreign investors to unstable contexts.

“Strategic Community Investment: A Good Practice Handbook for Companies Doing Business in Emerging Markets,” *International Finance Corporation*.
<http://www1.ifc.org/wps/wcm/connect/f1c0538048865842b50ef76a6515bb18/12014complete-web.pdf?MOD=AJPERES&CACHEID=f1c0538048865842b50ef76a6515bb18>

This handbook is a guide for investors in various industries demonstrating that good relations with neighboring communities and contributions to local development are a business imperative. The use of the term “investment” implies an expectation of a “return” and signals that company support for community development should be viewed like other business investments.

“U.N. Principles for Responsible Investment,” *United Nations*, <http://www.unpri.org/about-pri/the-six-principles/>

Designed by the PRI Initiative of the U.N., this set of principles aims to help investors integrate the consideration of environmental, social and governance issues into investment decision-making and ownership practices across all asset classes and regions. Through doing so, investors help contribute to the creation of a sustainable financial system.

“Using Entrepreneurship to promote Stability in Fragile Regions,” Raymond Gilpin and Steven Koltai, *United States Institute of Peace*, Peace Brief 134, September 27, 2012.
<http://www.usip.org/files/resources/PB134.pdf>

This resource highlights ways companies and entrepreneurs can spur innovation through creativity and risk-taking. It seeks to promote entrepreneurship as a dynamic alternative to aid-based strategies.

“The Value of Social Reporting,” Richards, Belinda and David Wood, 2009.
<http://hausercenter.org/iri/wp-content/uploads/2010/05/Value-of-Social-Reporting.pdf>

This paper examines the experiences and practices of seven companies in preparing social reports. It provides guidance on the process and outcomes of reporting: how companies prepare the reports, the effects of reporting on management practices, the changes companies expect to make in the future, and the lessons they have learned along the way. These methods and experience can be applied to investors’ community investment efforts in order to enhance their capacity for evaluating impact.

7. Address Sector-Specific Sensitivities

Conflict-Sensitive Business Practice: Guidance for Extractive Industries, *International Alert*, March 2005. http://www.international-alert.org/sites/default/files/publications/conflict_sensitive_business_practice_all.pdf

This is a set of tools for extractive companies concerned about improving their impact on host countries to begin thinking more creatively about understanding and minimizing conflict risk, and actively contributing to peace. It provides guidance on doing business in societies at risk of conflict for field managers working across a range of business activities, as well as for headquarters staff in political risk, security, external relations, and social performance departments. The guidance is designed to mirror a basic project cycle for companies engaged in mining, oil and natural gas.

“Extractive Industries and Conflict,” *United Nations Interagency Framework Team for Preventive Action*, 2012. http://www.un.org/en/events/environmentconflictday/pdf/GN_Extractive_Consultation.pdf

This document examines strategies and lessons learned on conflict prevention through various case studies. While geared specifically toward land and resource conflicts, its guidance and conclusions are applicable to conflict prevention across industries.

“Forests & Conflict: A Toolkit for Intervention,” *United States Agency for International Development*, http://pdf.usaid.gov/pdf_docs/PNADE290.pdf

This industry specific toolkit reviews conflict situations that may arise in forestry. In many recent conflicts, valuable or scarce resources - land, water, timber, or minerals - have played a central role in both causing and sustaining violence.

“Land & Conflict: A Toolkit for Intervention,” *United States Agency for International Development*. http://transition.usaid.gov/our_work/cross-cutting_programs/conflict/publications/docs/CMM_Land_and_Conflict_Toolkit_April_2005.pdf

This toolkit is a practical introduction to linkages between land and violent conflict, how land issues function as causal or aggravating factors in conflict, and land issues that arise in post-conflict settings. It is designed to familiarize practitioners with a range of programmatic interventions and to create awareness of how development activities, such as infrastructure projects and exploitation of underground resources, can inadvertently cause land conflicts to erupt.

“Minerals & Conflict: A Toolkit for intervention,” *United States Agency for International Development*. http://transition.usaid.gov/our_work/cross-cutting_programs/conflict/publications/docs/CMM_Minerals_and_Conflict_Toolkit_April_2005.pdf

This toolkit examines the relationship between valuable minerals and violence, discusses lessons learned in developing programs to deal with "conflict commodities," and presents a range of program options. The lessons learned section also contains information relevant to companies.

OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, OECD Publishing, *OECD* 2011.

<http://www.oecd.org/investment/guidelinesformultinationalenterprises/46740847.pdf>

This guide is an example of a collaborative government-backed multi-stakeholder initiative on responsible supply chain management of minerals from conflict-affected areas. Its objective is to help companies respect human rights and avoid contributing to conflict through their mineral sourcing practices.

Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security, *Food and Agriculture Organization of the United Nations*, 2012.

http://www.fao.org/fileadmin/user_upload/nr/land_tenure/pdf/VG_Final_May_2012.pdf

The purpose of these guidelines is to provide guidance on improving the tenure of land, fisheries, and forests. This resource is relevant to developers engaging in projects related to agriculture, forestry, or natural resource extraction.