



A Canadian Strategy to Support Implementation of the Guiding Principles

Recommendations for a Deliberate and Collaborative Approach

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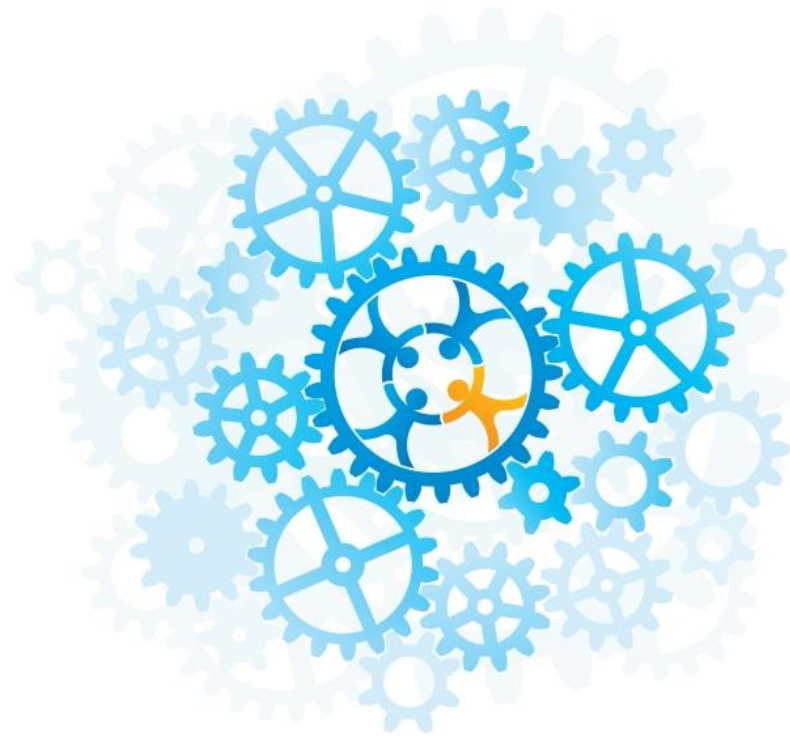
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Why a National Strategy?



A National Strategy should seek to affect specific change.

Increase awareness, understanding, implementation and assurance of the Guiding Principles on Business and Human Rights to achieve tangible results for affected individuals and communities.



Who Needs to be Involved?



Recommendation 1: Conduct an institutional analysis to map out the stakeholders and reflect existing relationships and dynamics.

Governance and Coordination are Essential



A coordinated approach will be required to ensure and oversee systematic implementation of the change statement.

Given the complexities involved in the area of business and human rights, **we recommend that a Steering Committee be formed** to provide governance and coordination. The design process for this Committee will be important, and should include:

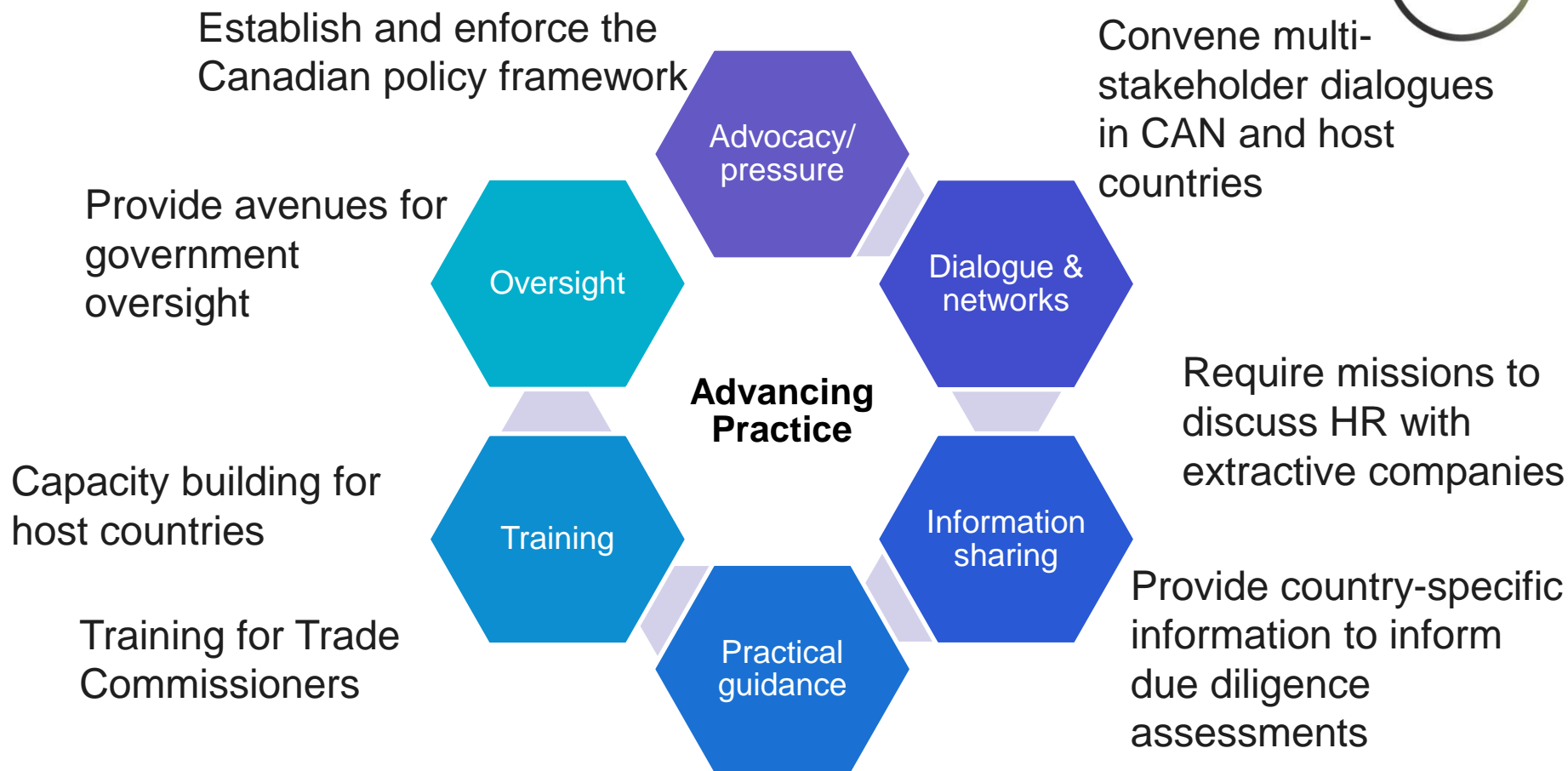
- Identification of a small group of organizations who publicly endorse the Guiding Principles and act as **sponsors**
- Establishment of a **small design team** of key interests who develop Terms of Reference for the Steering Committee, identify, screen and recommend candidates
- Use of a **broader forum** of interested groups to receive and endorse Design Team recommendations.

Recommendation 2: **Establish a Canadian “Guiding Principles Steering Committee” with representation from each of the priority stakeholder categories**



Recommendation 3: Confirm the **key elements** required to successfully support implementation of the Guiding Principles

Sample Roles for DFATD



Recommendation 4: For each identified priority institutional stakeholder (or stakeholder category), **determine the roles** they are best positioned to fulfill (either to lead or support).

Sample Roles for Industry Associations



Encourage companies to report on human rights management and performance



Host regional-specific dialogues on human rights

Advancing Practice

Sponsor training



Highlight and promote examples of effective HR management approaches

Encourage cross-company 'mentoring'



Develop field-ready guidance (e.g. due diligence, community response mechanisms)

Sample Roles for NGOs



In-country monitoring & oversight – including public reporting of results



Raise awareness of HR impacts on individuals & communities



Participate in dialogues/ networks

Advancing Practice



Provide input to guidance, training and capacity building to incorporate community perspectives

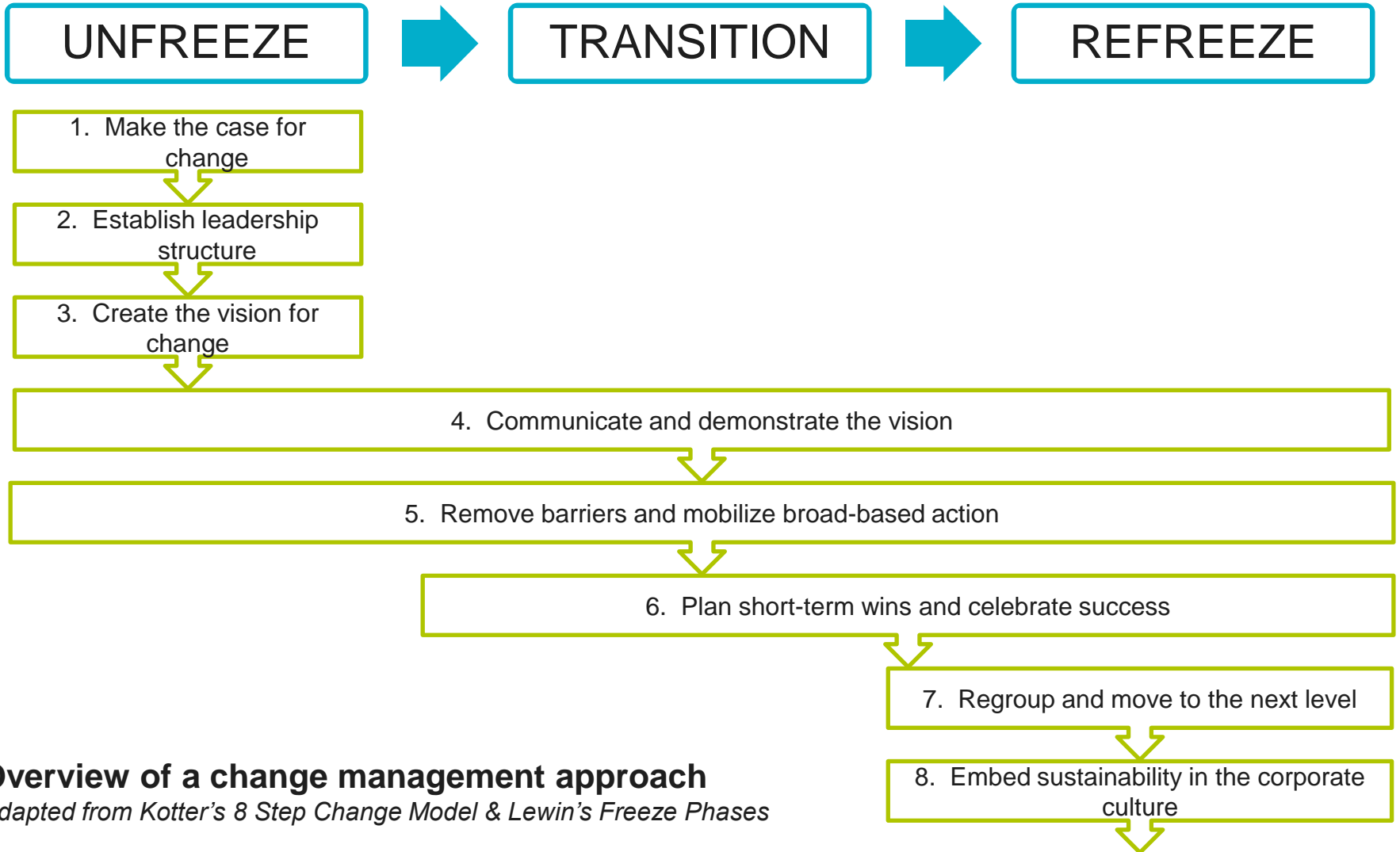


Provide country-specific information and analysis to raise awareness, focus attention, and inform due diligence assessments

- Establish short- and medium- term objectives for each of the elements
- Identify specific actions and responsibilities in consultation with the broader forum of interested stakeholders
- Have each stakeholder publicly commit to their role related to specific actions
- Monitor implementation of the Action Plan and publicly report on progress and any required revisions annually

Recommendation 5: Develop an Implementation Action Plan and oversee and report on implementation status.

Apply a Deliberate Change Management Approach



Overview of a change management approach

Adapted from Kotter's 8 Step Change Model & Lewin's Freeze Phases