

# The Security and Human Rights Implementation Mechanism

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Annual Report 2018



**DCAF**

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# DCAF

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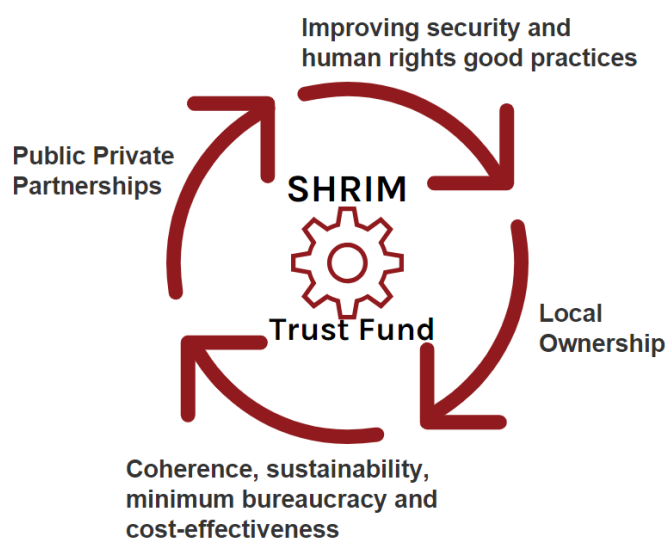
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## 1. Introduction

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The DCAF Security and Human Rights Implementation Mechanism (SHRIM) is a multi-donor trust fund committed to improving security and human rights good practices on the ground in a cost-effective way and involving a minimum of bureaucracy. The SHRIM builds on DCAF's unique expertise developing international multi-actor mechanisms to support targeted, cost-effective security, development and human rights programming in fragile contexts. The SHRIM promotes donor coherence and aims at supporting both the implementation of international initiatives, as well as linkages between them to enhance their impact. The SHRIM promotes security and human rights good practices and a holistic approach to security sector governance and reform. The SHRIM was set up in 2016. Since then, it has implemented projects generating impact in 23 countries.



### SHRIM Countries of Operation

The SHRIM was set up in 2016. Since then, it has implemented projects having an impact in 23 countries.



As per the SHRIM Terms of Reference, the DCAF-based Secretariat provides donors with quarterly monitoring reports for the first three quarters of any given year, and a consolidated annual narrative progress report. The present annual report focuses on the SHRIM activities during 2018.

### Secretariat

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The SHRIM secretariat is based within the **Public-Private Partnerships Division** at DCAF in Geneva.

The secretariat is consisting of a project coordinator who oversees the implementation of projects and ensures coherence between them. A finance officer follows budget and guarantees that funds and budget are used according to DCAF's donors rules and regulations. The head of Public-Private Partnerships division provides strategic leadership and advice. DCAF's staff are brought in depending on skills and knowledge required for implementation.



### Tools

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The SHRIM has adopted **Terms of References**, which detail the functioning of the mechanism. The project uses DCAF's **Result Based Management** system and well defined administrative and financial procedures. An audit of the first phase was conducted successfully in 2018.

The SHRIM developed communication materials and created a page in DCAF-ICRC **Knowledge Hub for Security and Human Rights**. The knowledge hub is a one stop shop that allows civil society organisations, governments and companies to find all relevant information on security and human rights.

### Results

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In 2018, the donor base of the SHRIM became larger with **Switzerland, The Netherlands** and **Norway** joining the United Kingdom in the trust fund. This demonstrated trust and confidence in the mechanism. In the the same year, the **International Committee of the Red Cross** also joined the SHRIM as an observer.

The total contributions of donors are also on the rise, reaching now CHF 1.3 million since 2016. With these funds, four projects were already implemented since 2016 and four project are in the implementation phase.





## Projects

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### Peru: Improving Voluntary Principles Implementation

#### Overview

In Peru, a national Voluntary Principles working group was launched in Lima in 2010. The working group was established to facilitate dialogue between companies in the extractive sector, civil society organisations and the Peruvian government at a time where social conflicts linked to extractive operations were prominent, with responses from public security often leading to death and casualties among communities. The objective of the group was to improve the management of security and human rights around companies in the extractive sector.

After several years of activities, members of the working group felt that it was time to develop the work of the group at a more local level. In 2017, thanks to support provided by the SHRIM, a VPs working group was created in the Macro Sur mining region, more precisely in Cusco. In a first phase, DCAF and its partner Socios Peru conducted a research study to provide an overview of security and human rights issues in the region and analyse the feasibility and relevance of creating an operational VPs working group in Cusco. The study *“Human Rights, Security and Extractive Companies in the Macro Sur Region of Peru: An Exploratory Study”* recommended the establishment of a VPs working group in Cusco. The Group was formally constituted on 31 August, 2017. The initial core constituency group (Grupo Impulsor) consisted of regional representatives of the Ministry of Production (which will take on the role of group coordinator), the Peruvian National Police, three mining companies (MMG, Glencore and First Quantum), and two civil society organisations (Centro Guamán Poma and Socios Perú). The Ministry of Foreign Affairs participated as an observer. In the remainder of 2017, the working group carried out workshops, trainings and capacity building events including for the police on the prevention of social conflicts.

## 2018 Activities

In its 2018 workplan, members of the working group prioritised thematics such as social conflict, dialogue, prevention, and training on security and human rights. In the first months of 2018, the working group faced constraints due to the political environment which led to major changes in the local government. Due to these changes, activities were reduced for the first quarter of 2018. Once the working group was able to meet again, the secretariat of the working group (Socios Peru) had to build again the interest and knowledge of the new members of the local government about the regional working group activities in order to ensure support on the government side. Despite the political environment, the regional working group met four times during the year, and three workshops were held in which experts presented on the following thematics:

- Human rights and the Voluntary Principles - organised mainly for private security companies on 26 January 2018;
- The use of force - organised mainly for the police on 29 May 2018;
- Social conflicts and human rights in the Macro Region (issued to all sectors on September 20).

## Milestones/indicators

**Intermediate outcome:** Increased dialogue and sharing of good practice between regional stakeholders leading to concrete strategies and approaches to address security and human rights challenges.

	Output	Indicator	Baseline	Results
2017	Feasibility Study on the establishment of a National Working Group on the Voluntary Principles involving relevant stakeholders from the three pillars.	Final report submitted before the end of 2017	0	1 study published in English and Spanish in 2017
	Establishment of a Regional Working Group in the Macro Sur Region	Group established with at least three meetings in a year	0	Working group established in 2017
2018	Working Group meets on a regular basis	N° of annual meeting	0	4 meetings organised in 2018
	Adoption of a yearly working plan for the group	Submission of a plan by the group coordinator	0	A working plan was adopted for 2019

## Impact

The initial support from Socios Peru to the regional work group has enabled substantial progress in terms of understanding local dynamics with regards to security and human rights, creating the group, agreeing on its work priorities and starting pilot activities. However, the process of building trust between actors usually takes time. Moreover, the constant changes in the local government have also created some challenges for the working group. For these reasons, additional SHRIM funding was secured to extend the project by nine months, which demonstrated donor confidence in this innovative first attempt to create an operational VPs in-country group.

## Next Steps

The group has adopted a 2019 workplan. In 2019, the coordination of the working group will shift from Socios Peru to a local NGO based in Cusco called Centro Guamán Poma. This

will ensure local ownership of the process. While the regional working group is independent from the national working group in Lima, communication between the two will be reinforced. The Cusco working group will also seek to expand its membership base and increase its impact on the ground by organising events at a more local level, closer to company operations. Part of the funding for this phase will be provided through the SHRIM, while at the same time emphasis will be placed on increasing financial support from the members of the working group themselves.



## **Kenya: Training for Public Security Forces Assigned to Areas of Extractive Operations**

### **Overview**

Kenya is experiencing an upsurge in oil, gas and mining exploration. So far, oil discoveries have been made in Turkana County, which is considered to be the poorest region in Kenya and characterised by under-development, perennial drought and inter-ethnic conflicts. Community expectations related to the benefits of the oil discoveries have already led to violent protests by communities against exploration companies. This led to the increased use of private security providers by extractive companies in the area and the deployment of armed national police, which creates risks associated with clashes with demonstrators. Indeed, public security forces assigned to extractives operations with limited knowledge of human rights principles present a major security and human rights challenge.

A first phase of this project was implemented in 2017. DCAF worked in partnership with a consultancy firm, Safestainable, and Tullow Oil in order to develop a three-day training course entitled “Service with Dignity” focused on police roles, responsibilities, ethics, and professional practices drawn from National Police Service (NPS) policies and best practices. After extensive engagement with stakeholders and based on a training need analysis, the project culminated in the organisation of four trainings to mixed groups of officers from the Kenya National Police Service (KPS), including members of the Critical Infrastructure Protection Unit (CIPU).

## 2018 Activities

The trainings in 2017 were successful and led to positive changes locally. However, for greater sustainability and impact, a training of trainer approach is preferable. In 2018, DCAF worked with Safestainable, Tullow Oil, the Danish Demining Group and the Kenyan police to develop a human rights training of trainers for police forces assigned to critical infrastructure projects. During a joint mission in September 2018, DCAF and Safestainable held meetings and secured commitment with key project stakeholders for the project including the commander of the Critical Infrastructure Police Unit (CIPU). As a result of this mission, DCAF and Safestainable could ensure that the current project is aligned with other initiatives, and confirmed that this phase of the project clearly responds to needs and requests expressed by different stakeholders.

The training of trainer will take place in January 2019. Roll out trainings will be organised in four locations in Kenya in the first half of 2019.

### Milestones/indicators

**Intermediate outcome:** Improved awareness on the VPs of Kenyan National Police Critical Infrastructure Protection Unit (CIPU)

	Output	Indicator	Baseline	Results
2017	Training needs are identified, allowing to tailor training programmes accordingly	Training needs analysis report	0	1 training needs analysis report finalised by April 2017
	Improved training of public security forces assigned to their operations	Number of police officers trained	0	A total of 85 Kenyan police officers assigned to extractive operations in Turkana county (Kenya), trained by December 2017 with buy-in and financial contribution from Tullow Oil.
2018	Improved training of public security forces assigned to their operations	Number of police instructors trained	0	Results to be shared in 2019

### Impact

The pilot phase of the project has already led to positive behaviour changes from the police located in Turkana, and improved relations between the police, the company and the community. This project is timely as a police reform process was put in place in Kenya in 2018. As a result, the CIPU will have an increased role and responsibilities. DCAF and its partners have developed good relations with the police authorities at a senior level, generating strong interest in more trainings and capacity building for their new officers.

### Next Steps

In order to move towards more sustainability and impact, Tullow Oil expressed its interest to enlarge the project's scope. In 2017, Tullow Oil signed a Memorandum of Understanding

(MoU) with the Inspector General of the National Police Service on security around Tullow Oil's concession. The two-year agreement seeks to apply the principles set out within the VPs including police vetting, incident reporting and investigation, adherence to rules on the use of force and firearms and the mechanisms for managing transfers of equipment. Tullow Oil is committed to working with DCAF and Safestainable in order to concretely implement the MoU at the local level. In December 2018, the SHRIM Steering Committee agreed to enlarge the scope of the project which now includes:

- The organisation of a human rights Train-the-Trainer for Kenyan police officers assigned for the protection of extractive sites and other critical infrastructure projects;
- Providing guidance on the operationalisation of the MoU at the local level;
- Setting up a multi-stakeholder group composed of Tullow, the police and the community in order to hold regular dialogues about security and human rights issues.



## **Collecting Lessons Learned for In-Country Implementation of the Voluntary Principles on Security and Human Rights**

### **Overview**

VPs national-level implementation has only been undertaken in a coordinated fashion in a select few countries. Firstly, Colombia and Peru, which both have well-developed processes. Secondly, the DRC, which has a national Working Group in Kinshasa and until recently had a regional Working Group in the former province of Katanga. And finally, Indonesia, where a process was attempted several years ago.

DCAF is working with Fund for Peace (FFP) to respond to a clear knowledge gap and lack of coherent research on attempts to set up and sustain in-country VPs working groups. As the VPI strategy is clearly linked to support for in-country implementation, there is an evident need to gather best practices. This research project will outline what worked and what did not work in previous in-country implementation attempts, providing clear

recommendations targeted to the VPI, companies, governments, CSOs, and in-country groups.

## Activities in 2018

The project was launched in January 2018. Preliminary findings from desk research were shared in the framework of the VPI Plenary in March 2018, during a dedicated side event, as well as during a session within the Plenary meeting. The side event co-hosted by DCAF and FFP shared insights from a range of security and human rights in-country processes including Indonesia, Colombia, Peru, Democratic Republic of Congo, Myanmar/Burma, Ghana, Nigeria and Peru.

Through 2018, DCAF and FFP jointly conducted research in the selected countries through semi structured key informant interviews, as well as Focus Group Discussions (FGDs). Research was carried out in country in Ghana, Nigeria, Peru, DRC and Myanmar, and remotely in Indonesia and Colombia.

## Milestones/indicators

**Intermediate outcome:** Improved capacity of both existing and future in-country Working Groups to implement the VPs at the national level.

	Output	Indicator	Baseline	Results
2018	New resources to support VPs Working Groups are developed and disseminated with VPs stakeholders.	Number of existing Working Groups using the resources developed by the project.	0	The training will be organised at the beginning of 2019
	An online repository of existing resources is developed.	Number of country pages created	0	The country page will be created in 2019.
	Lessons learned and good practices are shared with the VPs Pilot Working Group in Myanmar and the VPs Plenary.	Number of presentation	0	Preliminary findings shared during the 2018 VPI. DCAF and FFP carried out research in 7 countries. The findings will be shared in 2019

## Impact

The objective of this project is to collect good practices and lessons learned from previous national-level in-country Working Group experiences in Colombia, DRC, Indonesia, Peru, Ghana, Nigeria and Myanmar/Burma. The aim is to understand what approaches worked (or did not work) in the past, to provide recommendations that will positively influence ongoing or future working groups.

## Next Steps

In January 2019, the research team will travel to Myanmar/Burma to present the initial findings of the study to the in-country working group in Myanmar/Burma, carry out key informant interviews, and provide preliminary recommendations to already support the

group in designing its activities. The completed study will be presented during the VPI Plenary in London.

A final report will be available in the first half of 2019. Country pages on the DCAF-ICRC Knowledge Hub will be designed also during this year. Findings from this study will be used by members of the VPI to further support ongoing and future working groups.

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## **Strengthening ICoCA's Field Monitoring Function through Support to the Reporting, Monitoring and Performance Assessment Process**

### **Overview**

The main objective of the project was to develop, test and implement the capacities and methodologies of the International Code of Conduct Association (ICoCA) Secretariat in conducting Field-Based Reviews ("Review"). Through this project, the Association was able to improve its monitoring function through the strengthening of the Association capacities to assess Member company performance in complex environments; the development of a referral mechanism with civil society organizations (CSO); and the development and testing of internal standard operating procedures (SOPs) for Reviews. In 2017, the ICoCA carried out two missions, one in Nigeria in August 2017 and one in Iraq in November 2017. Both reviews provided an important and formative opportunity to understand the realities and challenges in Nigeria and Iraq, both highly complex environments. Both reviews also provided opportunities for the ICoCA to further test and refine their Field-Based Review methodology and modalities; assess Member companies' performance under the Code, to initiate the development of a dedicated CSO network and referral mechanism. Particularly in Nigeria, the ICoCA mission led to increased engagement with civil society initiatives.

### **Activities in 2018**

In 2018, the ICoCA carried out one mission in Amman and a mission to Ghana. The mission to Amman was an addendum to the mission in Iraq, during which the ICoCA met with CSOs active in Iraq.

In Ghana, during the mission, the ICoCA engaged with two ICoCA member companies at the level of senior leadership. The ICoCA also met with different stakeholders, including clients from PSCs, members of the government, security associations and civil society organisations. The ICoCA held a day-long information session with 10 Ghanaian CSOs, during which the ICoCA presented the Association and its objectives, and held an interactive discussion on private security related issues in Ghana and the potential role of CSOs in monitoring companies and supporting the handling of complaints. Finally, thanks to the support from the Swiss Embassy in Accra, the ICoCA met with around 15 high ranking diplomats in Accra, during which the ICoCA presented the Association, but also emphasized the main elements to take into consideration concerning procurement of PSCs; the importance of due diligence, and the potential security and reputational risks associated with contracting substandard services.

### Milestones/indicators

**Intermediate outcome:** Improve compliance of ICoCA Member companies with the ICoC through the development and implementation of ICoCA field monitoring function.

	Output	Indicator	Baseline	Results
2018	The ICoCA has strengthened its capacities to assess Member companies' performance in complex environments	Number of field-based reviews (FBR) conducted by ICoCA	0	3 Field based reviews carried out 100% of companies endorsed the findings of the FBRs
	The development of a referral mechanism with Civil Society Organizations (CSO) is initiated	Number of CSO that participated in an information session	0	41 CSOs have attended an information session by June 2018
	The ICoCA FBR standard planning and operating processes are developed and tested in complex environments	ICoCA internal FBR standard planning and operating processes submitted to the Board	0	ICoCA internal FBR have been approved by the board in October 2018.

### Impact

The project strengthened ICoCA's capacity to fulfill its core functions by reinforcing the Association's understanding of member companies operating environments as well as by broadening its knowledge of the private security industry landscape in the countries reviewed. The ICoCA SOP for the Field Based Review was adopted by the Board of Directors of the ICoCA in 2018 and will be used from now on by the Association. Furthermore, reviewed companies endorsed the findings and recommendations contained in ICoCA's confidential reports aimed to improve compliance.

Through these missions, the ICoCA also managed to work on its referral mechanism and further engage with CSOs. As a result of these missions, 7 CSOs became members of the ICoCA.

### Next Steps

DCAF and the ICoCA have entered a new phase of a strategic partnership to support effective implementation of the Code. In September 2018, both organizations signed a MoU to conduct joint stakeholder outreach, capacity-building and technical support. In this framework, DCAF and the ICoCA identified one key aspect where both organisations could collaborate: to strengthen the capacity of CSOs to support implementation of the

International Code of Conduct, with a particular focus on civil society's role in monitoring private security companies in complex environments.

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## **Improving the Field Implementation of the Voluntary Principles for Security and Human Rights in the DRC**

### **Overview**

In the Democratic Republic of Congo (DRC), field implementation of the VPs is present but relatively limited considering the importance of the extractive sector for the DRC economy. DRC is not a member of the VPI, but some working groups have been set up: a National VPs working group has been established in Kinshasa and a working group has also been set up in Lubumbashi, but is currently not active. While these are important steps, more needs to be done to ensure that a constructive dialogue on security and human rights is held among key stakeholders.

In November 2017, thanks to the support of the Embassies of Switzerland, the Netherlands and Canada, two workshops were organized in Lubumbashi and in Goma, with members of the three VPI pillars (governments, companies and civil society) to promote the VPs. Following the workshops, a recommendation was adopted to hold a regular and open dialogue to ensure that all pillars work together for the prevention and response to risks in relation to security and human rights. During the workshop, challenges concerning the management of public and private security were also highlighted.

Following recommendations from this workshop, a project has been initiated through the SHRIM to support VPs implementation in the province of South Kivu and in the former Katanga. The project implemented in partnership with a local NGO partner, *Observatoire pour la Gouvernance et la Paix* (OGP) follows two complementary approaches. Firstly, through this project, Technical Working Groups on the VPs will be set up and/or dynamised. This will foster regular dialogues, enabling implementation of concrete recommendations to improve the management of security and human rights by actors in the mining sector. The working group will include members of the three VPI pillars: government, companies and

civil society organisations. Secondly, this project will focus on a central element for improved security and human rights in the mining sector, the reinforcement of the capacities of the mining police, through the organization of a human rights based training of trainers. Oversight of the performance of the mining police will be done by the VPs Working Group in the respective provinces. Finally, the implementation of this project will further be an opportunity to share case studies and lessons learnt with the wider VPI community.

## Activities in 2018

The project started officially in October 2018. The South Kivu VPs working group was created in November 2018. In December 2018, DCAF provided a capacity building workshop to the members of the working group rooted in a participatory approach. Through DCAF's facilitation, members of the working group identified the most important security and human rights risks in the mining sector in South Kivu and jointly discussed possible prevention and mitigation strategies.

## Milestones/indicators

**Intermediate outcome:** Stakeholders in the DRC effectively implement better security and human rights practices<sup>1</sup>

	Output	Indicator	Baseline	Results
2018	Set up and continuous functioning of a VPs Technical Working group	Number of working group set up and operational	1 in Lubumbashi, but meeting on an <i>ad hoc</i> basis	1 working group created in South Kivu
	Outreach about the work of the group at the provincial, national and international level	Exchange at the national and international level	0	This activity will be carried out in 2019
	Reinforce human rights performance by the mine police	Number of police officers trained	0	This activity will be carried out in 2019

## Impact

Even though the working group in South Kivu has only been launched at the end of 2018, actors in the province are very supportive of the activities of the group, and its linkages with other ongoing initiatives.

## Next Steps

In 2019, apart from continuing support activities of the working group in South Kivu, DCAF will also focus on the relaunch of the group in the former Katanga. Moreover, a training of trainer for the police will be organized. Finally, several case studies will be created and shared both nationally and internationally.

<sup>1</sup> For the purpose of this report, only a limited number of indicators were included. Further indicators are used and reported quarterly to the specific donor of the project.



## **Call for Proposals**

In July 2018, the SHRIM launched its first call for proposals to allow CSOs to implement projects to support the implementation of better security and human rights practices. The SHRIM received 98 applications from Africa, Asia and Latin America. After a first round of selection, the SHRIM Steering Committee decided to support two projects.

The first project will be implemented in Colombia by the Alliance for Responsible Mining (ARM). The objective of the project is to take into account the VPs in the implementation of the OECD Due Diligence Guidance on Responsible Supply Chains. A contract was signed with ARM in December 2018.

The second selected project was to support the setup of a regional VPs multi-stakeholder group in Port Harcourt by a local organisation in Nigeria. The SHRIM secretariat is still carrying out due diligence on the organisation before finalising contractual agreements.

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## **Projects for 2019 and beyond**

At the end of December, DCAF received funding for 2019. Funding will cover the following projects in 2019:

- Launch of a network of Private Security Regulators in the Southern Africa Development Communities region;
- Support to the sustainability of the VPs Regional Working Group in Cusco (Peru);
- Understanding and developing the synergies between the OECD and the VPI;
- Launch of a call for proposal for CSOs to implement locally relevant security and human rights good practices.

Project proposals will be drafted and sent for approval to the SHRIM Steering Committee in 2019 before projects will be implemented.

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## Governing Board decisions

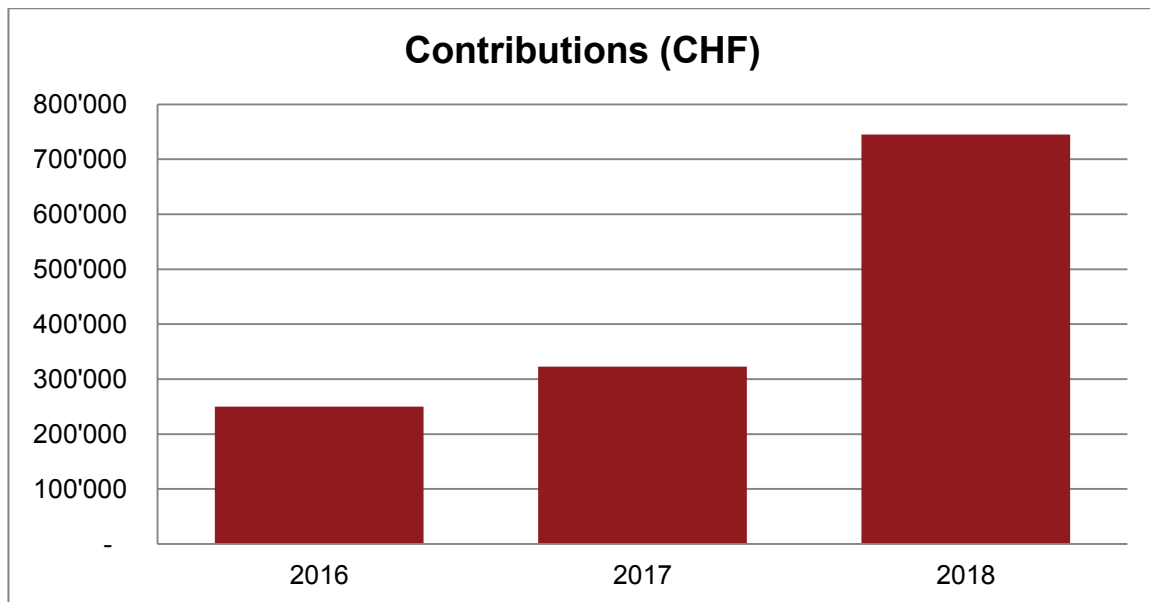
In 2018, the SHRIM Steering Committee met twice in person and organised one conference call to discuss governing decisions. In between meetings, fluent communication is done via email. During the meetings the following decisions were taken.

- At the beginning of 2018, the currency for overall SHRIM project financial management moved from GBP to CHF. This was due to new donors joining the funds and a single currency – in this case, CHF as DCAF's standard one – in order to promote clear and simple financial management procedures.
- An audit of the first period of the SHRIM was successfully carried out in 2018. The SHRIM continues to report on the management of the Fund on a quarterly basis (both operationally and financially), demonstrating how the funds are being used and activities implemented. It was agreed that audits will now only be carried out once every two years, so that maximum funding can be used for the implementation of activities.
- In September 2018, the Steering Committee unanimously agreed to welcome the Netherlands as a new member of the SHRIM.
- In September 2018, the Steering Committee unanimously agreed to welcome Norway as a new member of the SHRIM after the finalisation of the Norwegian contribution;
- The Steering Committee discussed the possibility of receiving funding from a private company and specifically the possibility of Tullow Oil joining the SHRIM. It was agreed that if a private company were to contribute to the Mechanism a high degree of transparency and due diligence would be required with any decision on a SHRIM membership based on a case by case review. As a result, DCAF developed due diligence procedures on the terms and conditions under which the SHRIM might accept company contributions.
- In September 2018, and as the SHRIM is growing, the Steering Committee agreed to the development of a strategic document (e.g. 2-year strategy) that could be used for public engagement and donor outreach.
- Due to the growth of the SHRIM and in order to ensure all donors requirements are met, a procedural handbook is to be developed and submitted to the Steering Committee for review and approval.

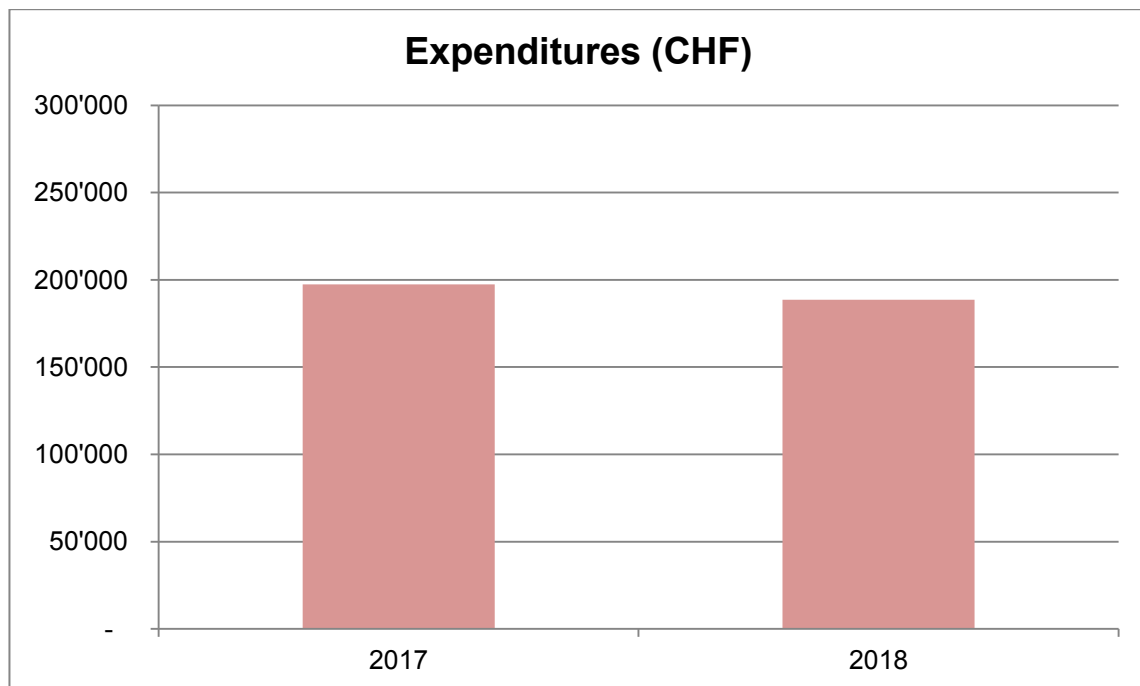
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## Financial Management

Since the setup of the fund in 2016, the SHRIM has received an estimated contribution of 1.3 million CHF. The graphic below demonstrates that contributions to the SHRIM have increased since 2016. Thanks to contributions from Norway, the Netherlands and Switzerland, funding has increased, demonstrating important progress in terms of trust and commitment to the mechanism.



All funds for phase 1 of the SHRIM have been utilised. Throughout the year, projects in relation to the second phase of the SHRIM have gone through a series of revisions and adaptations between the approval of the overall proposal by donors and the beginning of concrete activities. This is due to the very nature of the Mechanism – targeted implementation of security and human rights good practice on the ground in complex environments – brings with it a number of political and logistical challenges that require time to clarify and flexibility. DCAF forecast that projects in relation to phase II of the SHRIM will be implemented by June 2019.



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## SHRIM Outreach

Thanks to outreach carried out in 2017 and 2018, the SHRIM has now four donors: the United Kingdom, Switzerland, Norway and the Netherlands.

Outreach remains a priority in order to consolidate and further grow the Mechanism both on a financial and non-financial basis. In the reporting period, outreach included the following activities:

- Germany: DCAF has engaged the German MFA on potential funding in the field of Security and Human Rights, and will continue to do so in 2019. Germany expressed its deep interest in supporting the SHRIM in the future.
- Canada: Canada has expressed its interest in funding some activities of the SHRIM linked to VPs implementation. The SHRIM Secretariat will follow up in 2019.

During this period, the SHRIM has also fostered relations with other actors and initiatives in order to improve the implementation of good practices. Those actors and initiatives include:

- China: The DCAF-ICRC 'Addressing security and human rights challenges in complex environments' toolkit was launched during the Swiss Innovation Week in Beijing in July 2018. Throughout 2018, DCAF and the ICRC have continued discussions with the China Chamber of Commerce of Metals Minerals & Chemicals Importers & Exporters (CCCME), on ways to further disseminate the toolkit, but also produce training material to increase the cooperation between the organisations, through notably a MoU with the CCCME.
- OECD: DCAF has been working closely with the OECD Responsible Business Conduct Unit in order to identify synergies and complementarities between both organisations.