



# Human Security Business Partnership Framework

A risk-informed approach  
to achieve the SDGs



United Nations Trust Fund  
for Human Security





# Executive Summary

This report presents the Human Security Business Partnership (HSBP) Framework, an innovative model to assist companies and investors to partner with governments, the UN system, and local stakeholders to achieve the ambitions of the Sustainable Development Goals (SDGs).

The HSBP Framework is a practical, solution-focused initiative that aims to address multiple risks and challenges that confront businesses and communities alike. The Framework consists of a set of principles, processes, and tools to structure long-term collaboration between the private sector, governments and communities.

Using the methodology of human security and a 'smart' partnering approach, the HSBP helps conceive multi-stakeholder partnerships by focusing on common goals and mutual risks. Through transforming the relationship between business and society, and encouraging positive interactions between companies and communities, the HSBP leverages the capacities of different actors to help mitigate common risks and advance peace and development, with significant gains for all.

The report explains why the HSBP Framework is needed at this time, while recognizing that each context is different and underscoring how the HSBP is not about a single approach nor a one-size-fits-all framework. As such, the report offers guidance on how diverse actors can work together to find and expand common ground to tackle their respective risks and achieve their various interests. It seeks to fill the gaps that exist in finding integrated solutions to complex challenges and in connecting the objectives and interests of global and national business with everyday hopes, fears and expectations of people.

# What is the Human Security Business Partnership Framework and why do we need it?

The HSBP Framework is a guidance tool that enables positive long-term engagement between the private sector and complex challenges on the ground posed by short-term crises such as COVID-19 and chronic human security and development needs experienced by fragile societies. The Framework is a socially innovative governance model embedded in communities and designed to foster multi-stakeholder co-operation between business and other stakeholders. It provides a method for implementing and guiding multi-stakeholder collaboration to establish positive and durable relationships between key actors, no matter how different they are if they live, work and invest in a community.

The Framework offers transnational companies (TNCs), particularly those who are at the forefront of rethinking traditional forms of social engagement and business purpose, a way to align their commercial goals with global agendas such as the SDGs, and other normative frameworks and standards such as business and human rights and responsible investing. It recognises that while social purpose has increased its salience for business, many companies, particularly smaller business, will continue to put profitability first. The Framework is therefore a way to achieve both social and financial goals through working alongside and for communities.

The Framework consists of three pillars: **principles, processes and tools**. Each pillar connects to the others and defines the spirit and ethos of a new type of co-operation between the private sector and other actors locally, while proposing practical actions to help the private sector achieve the ambitions of the SDGs.

For policymakers and implementers on the one hand, and the private sector on the other, the HSBP Framework addresses two critical needs, which are not well articulated in existing approaches.

The first need is for local-level operational guidance for companies and other prospective partners in multi-stakeholder initiatives that include business. One area where this context specific guidance is particularly needed is fragile and conflict settings. The framework recognizes the indispensable role of local-level engagement towards creating an environment of collaboration in which mutually beneficial solutions can be found to complex peace and development challenges. It builds on the work of the UN Working Group of Business and Human Rights, while going further than the UN Guiding Principles in seeking to expand the scope for positive business impacts in fragile settings, promoting both sustainable development and human rights through proactive and preventative action to protect and empower local communities.

The second need is to tackle a disconnect between multiple levels of policy and corporate action. How can business operations at ground level respect and reflect national policy agendas as well as the ethical standards expressed by global management ethos? The Framework provides a mechanism for connecting interactions and relations between companies and communities with key policy and corporate objectives to avoid inconsistencies and failures which often occur in translating high-level agendas and strategies to everyday actions.

The Framework is grounded in the definition of human security as outlined in General Assembly resolution 66/290 and the human security approach developed by the United Nations Human Security Unit. This highlights the importance of people-centred action, the comprehensive nature of risks that individuals face, and the need for integrated solutions that can prevent vulnerability and future crises. Human security provides a common focal point and language that can cut through traditional differences between business and communities. These differences can be exacerbated within rights-based approaches and by arguments over the costs and benefits of development. Human security represents a common goal for diverse stakeholders, as well as a methodology for achieving shared results.

## The added value of the HSBP Framework:

- ◆ Uses human security to bridge human rights, sustainable development, and peace and stability – combining these in a holistic action framework.
- ◆ Changes the conversation between companies, communities and government through focusing on common goals, and mitigating and mutualising risks.
- ◆ Provides a model for long-term collaboration, partnering, and trust-building which leverages the capacities of different partners/actors and shares responsibilities.
- ◆ Enables companies to go beyond Do No Harm and achieve positive transformations to development and security at the local level that can reduce non-financial risks.
- ◆ Helps align actions to deliver on the SDGs, address cross-cutting challenges such as gender equality, children's rights, inclusive economies, and assisting indigenous populations.
- ◆ Can complement existing programmes, platforms and initiatives, providing structure to ensure sustainability and replicability.
- ◆ Guides indicators to measure and evaluate corporate social impacts and community engagement.
- ◆ Contributes to sustainability through stimulating a strategic shift in the behaviour of key actors at the local level and in their relationships to each other.

# How do Human Security Business Partnerships work?

HSBPs are a way of organizing a continuous and long-term dialogue and agenda for action between business, the community, and other key stakeholders. They aim to leverage diverse capacities and find common ground between these groups to achieve positive and durable development outcomes.

## Purpose of the HSBP Framework

- **To enable** social innovation through encouraging new forms of association and co-operation between companies, government and civil society at the local level.
- **To suggest** processes and tools which support more effective and durable multi-stakeholder collaborations.
- **To address** local needs on the basis of shared goals and interests.
- **To go beyond** CSR and Do No Harm approaches to create positive engagement by the private sector with the future of communities that can deliver sustainable development with security.

HSBPs use the three pillars of the Framework: Principles, Processes and Tools to structure local multi-stakeholder collaboration in a way that foregrounds the needs of each partner, provides scope for active and equitable participation, and ensures reciprocal and durable commitments to sustainable development with security.

Each partner needs to respect and uphold the principles which make these partnerships an innovative approach to achieving the SDGs. Each principle implies a certain set of processes so that the Framework defines not only the objectives of collaboration but sets out a concrete and distinctive methodology that each partner can follow.

*HSBPs help change the conversation between companies, communities and governments, and align actions to deliver on the SDGs.*



## Principles of the HSBP Framework

### I. Locally relevant and driven

The private sector's contribution to challenges that arise from adverse economic, social and environmental impacts on human security, has to be tailored to the local context in order to be appropriate and command legitimacy. Local communities are best placed to assess and define the nature and severity

of threats and risks, including business risks, and how they impact different community members over time and spatially. HSBPs take lived experiences, opinions and perceptions of threats and opportunities as the point of departure in understanding the scope for business engagement to address community needs. Attentiveness to local knowledge, culture and tradition is important to ensure that partnership actions reflect local priorities and understandings of ways to address them. For local communities to be able to express and formulate their position, capacity building may be necessary alongside facilitation.

## II. Inclusive

The inclusion of those living and working in the community affected by business investment and development decisions is central to the HSBP aspiration to create durable outcomes by making companies and communities equitable partners working towards a common objective and in a mutually beneficial way. Inclusion is also important to minimise the spoiler problem that can arise from leaving out key constituencies that are directly or indirectly affected by business activity. Inclusion is about meaningful participation of different stakeholders that can help bridge gaps in interests and perspectives. Detailed understanding of the local society's dynamic is achieved by ongoing stakeholder mapping which is sensitive to inequalities in access, ability and potential among different types of actors, and responds to the flux and flows on the ground in terms of actors, their interests and incentives.

## III. Forward looking

The ethos of HSBPs is that collaboration between the private sector and other actors has the goal of delivering a better future, which works for all those who live and operate in a locality. Partners come together in a spirit of mutual enterprise which aims to identify the human security threats, but also the opportunities at the local level which affect each of them, albeit in different ways. Unlike other dialogue platforms and multi-stakeholder initiatives which may already exist at the local level, HSBPs focus on future building rather than trying to resolve historic issues.

## IV. Trust and Transparency

Trust is an essential quality of constructive relationships that can be instrumental to overcome challenges of working collaboratively through HSBPs to achieve shared goals. Trust is premised on understanding differences and each partner's needs, interests, perspectives, expectations and competencies as a basis to build equitable and effective relationships. Of particular importance is direct and frequent interaction between a company and the local community in which the company is embedded, as it can build and strengthen interpersonal and institutional trust. Transparency in mutual interactions, including different partners' viewpoints and how individual partner's inputs contribute to the implementation of mutually agreed commitments, is an important element of building trust-based partnerships. Transparency rests on regular and consistent communication and information, sharing across multiple parties and multiple levels of dialogue and engagement within an HSBP, which is open, accessible and efficient.

## V. Sharing

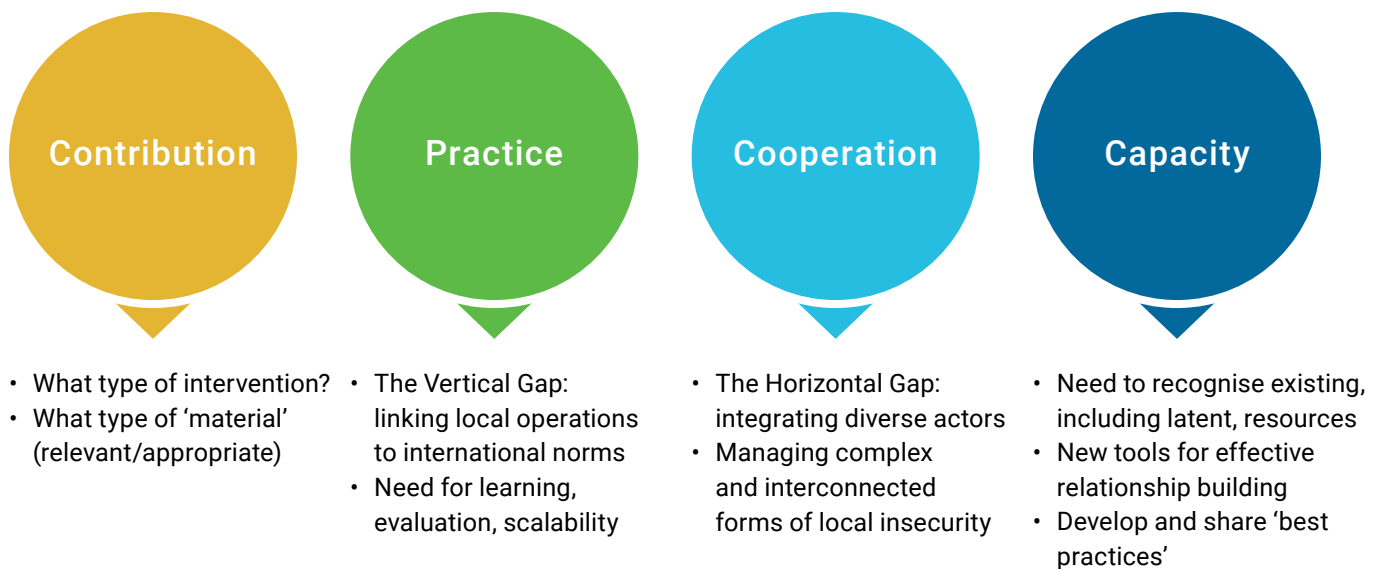
The distinctive characteristic of HSBPs is that they encourage and facilitate interactions between the private sector and communities on the basis of reciprocal benefits for each. The aim of HSBPs is to create win-win situations in which one side does not seek to prevail over another. Instead, partners commit to finding and enlarging common ground and to working to minimise risks. In this way, business and the community, alongside government and civil society partners, share responsibility for



improving the quality, durability and outcome of development by undertaking tasks together, such as, assessing threats, pooling capacities, and identifying opportunities to improve conditions in the community. Although these may be highly differentiated, the partnership recognizes that each partner has something valuable to contribute.

Subsequently, the principle of sharing and creating reciprocity and mutual benefit is operationalised in the 'process' and 'tools' pillars of the Framework with participatory activities such as a common communications strategy, joint selection of goals and projects, an agreed checklist of activities, and joint training.

## Addressing four types of challenges and practice gaps



# Seven Steps to apply the Framework

## PRELIMINARY STEP – SETTING UP AN HSBP

- 1 Situational Analysis
- 2 Mapping needs, vulnerabilities and capacities
- 3 Identifying collective goals and outcomes
- 4 Who needs to be involved and how
- 5 Building protection and empowerment strategies
- 6 Tools for implementing partnerships
- 7 Joint monitoring and evaluation

### Preliminary step – Setting up an HSBP

Situations that motivate a decision to set up an HSBP range from the desire to resolve a conflict between a company and a community over a development issue or a proposed new investment by the private sector in a locality which would benefit from increased engagement by the private sector, etc. In order to establish an HSBP and bring potential partners to the table, a ‘dynamiser’ is required. This is a person or an institution who takes the

lead in suggesting and convening the preliminary discussions. The dynamiser can be an interested party such as a community leader, government official, a company, or an independent facilitator, such as a UN agency or a local academic. The following three steps should be carried out in separate dialogues and roundtables in which each primary partner has the opportunity to explore the benefits and risks of participating in an HSBP with the other primary partners. The following steps have been implemented and proven in over 200 programmes supported by the UN Trust Fund for Human Security (UNTFHS) globally to address complex challenges to sustainable peace and development.

# 1. Situational analysis

To begin designing the partnership, it is necessary to develop a comprehensive and shared understanding of the risks faced by different actors, their root causes across the dimensions of human security (i.e., economic, food, health, personal, environmental, community, political security, and others as relevant) as well as the opportunities from which each can benefit in a particular locality. Since communities comprise of different sub-groups, manifestations of insecurity will differ across those sub-groups, and a participatory consultation process will help reveal and capture these variations. An analysis of how these risks impact not only communities, but also business, local institutions and government establishes a common understanding of the issues and their interplay. This step is to identify areas of stress but also where stress is concentrated across stakeholders and therefore where to target collaborative efforts. This step is linked to the principle of future-oriented and the process of consultation.

## 2. Mapping needs, vulnerabilities and capacities

Understanding what makes different types of individuals and groups affected by the issue the HSBP aims to address vulnerable, and capturing their lived experience is central to the HSBP effort. More nuanced understanding of the needs and vulnerabilities of these different actors requires access

to disaggregated data alongside the application of the dialogic method that can reveal individual perceptions, fears and attitudes that shape the lived experience of insecurity. The ongoing mapping exercise is important as it can help ensure that those most vulnerable or at risk of being left behind in development progress are included in the HSBP process. It also focuses attention on the many existing capacities that should be built upon and which can provide the foundation for local development. Mapping of needs and vulnerabilities is paralleled by the analysis of capacities salient to different actors, which can be mobilized to pursue the tasks set out by the HSBP. Those capacities are sometimes not obvious or visible which requires paying attention to power asymmetries among and within different groups, and to local culture and tradition. This step is linked to the principle of inclusivity and the process of mapping.

## 3. Identifying collective goals and outcomes

Prospective partners are likely to have different priorities, distinct goals and interests in joining the partnership and finding common ground is a precondition to move towards defining collective outcomes of HSBPs. Developing a common vision for what the HSBP is trying to achieve and how collective effort and pulling of diverse resources can make a difference is a key milestone in HSBP development. This is a process of co-construction pursued in a participatory manner where all partners are involved in developing the shared vision,

building on previous steps to identify the problem, actors involved, and salient capacities that need to be mobilized. Processes and practices of relationship building that strengthen trust, mutual understanding and obligation among prospective partners are important in arriving at the shared understanding of the HSBP problem and articulating the collective outcome of collaborative action.

## 4. Who needs to be involved and how

Mapping participants ensures that all key stakeholders with both interests and relevant resources are included in HSBP success. Systematic mapping needs to be conducted to identify individuals, institutions and organisations who are affected by the HSBP problem or are interested in being part of collaborative efforts to address it by contributing their own assets, skills and expertise. Stakeholder mapping entails initial assessment of the capacities of different actors which can help to determine the respective roles at the initial stage of the partnership, since not all will engage at the same time nor in the same way. The mapping is an ongoing process and as new information becomes available, will ensure accurate understanding of whom to engage and how, so that the pooling of resources and capacities benefits all actors involved, enhancing protection and empowerment. Since there is a possibility that some stakeholders will not be sufficiently interested in joining an HSBP, appropriate mechanisms should be considered to address this problem, such as keeping them informed by maintaining the transparency of the partnership actions.

## 5. Building protection and empowerment strategies

Regular and structured dialogue between partners is required to build on the initial understandings of mutual risks and opportunities created in steps 1 to 3. An independent facilitator who is locally based and is trusted by all partners is indispensable to ensuring that dialogue is initiated, sustained and conducted on terms which respect the HSBP principles, particularly of inclusivity and sharing. The protocols of the partnership should be established at the outset to include how decisions will be taken, how commitments are to be fulfilled, and the timelines for achieving agreed goals. These management arrangements are important in establishing equitable participation, trust between partners, and confidence in the partnership process. The need for protection against risks and the possibilities for partners to gain from the actions undertaken should also be reflected in a clear and transparent communications strategy so that partnership decisions and issues affecting partnership schemes are transmitted to both internal and external audiences. The partnership will also require a strategy for both internal communications between partners and external communications to let others know what the partnership is doing. This is important to help transparency, participation and accountability as well as a feeling of solidarity between partners.

## 6. Tools for implementing partnerships

An appropriate consultation methodology that allows everyone a voice will encourage participation and inclusivity. Consultation also has to be sensitive to possible adverse consequences for those taking part.

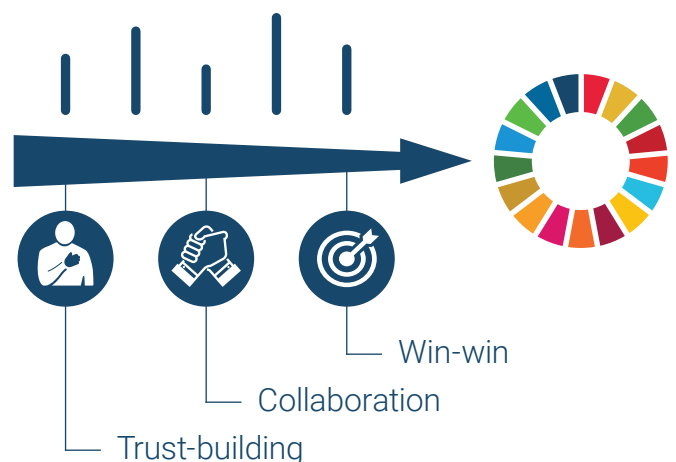
- The baseline assessment of human security in steps 1 and 2 allows the partnership to identify the transformative potential of collaboration and set goals and timelines in order to make progress.
- An action checklist will also help define joint actions including both quick impact initiatives and long-term activities.
- Training may be required to foster new skills and help partners work with each other more effectively. Training can be carried out within a partner group, but also in joint sessions.
- ICT tools may be critical in facilitating efficient, transparent and equitable communications.

## 7. Joint monitoring and evaluation

The partnership provides an essential governance mechanism through which a mutual effort between company and community can determine ESG (environmental, social and corporate governance) factors and assess corporate impacts. Each principle provides a 'hook' for the impact assessment process, as well as being intended to shape how companies intervene generally in the local environment. In other words – local, inclusivity, future building, trust-building and sharing principles can

each be used as 'meta-indicators' to assess corporate social impact within a context of collaborative working. The principles also serve as criteria for how the partnership itself and its objectives are monitored and evaluated. In addition, the findings from the human security assessment will highlight key issues for which to develop indicators that can be integrated or added to ESG assessments. The key guidance here is that impact assessment and monitoring and evaluation are not unilateral processes but should be conducted jointly using common and agreed indicators, criteria and benchmarks. In this way accountability is mutualised and serves to reinforce the commitments and responsibilities of each partner towards collective goals. A grievance process also needs to be established so that when the partnership encounters difficulties, access to remedies and mitigating action is part of the collaborative effort and is transparent, in order not to undermine trust and the cooperation ethos.

## HSBP – Align actions to deliver on the SDGs



# The HSBP Framework in different contexts

The HSBP Framework can be applied in different contexts to help achieve the successful engagement of the private sector in improving human security and sustainable development outcomes. The examples below illustrate some of the scenarios which can prompt the implementation of HSBPs. These include:

- To improve relations between a company and a community and provide new terms for mutual engagement.
- To add value and enhance an existing community engagement strategy and corporate social responsibility programme.
- To complement and provide sustainability to UN programmes in the field through collaborations with the private sector.



## COLOMBIA

### Scenario

HSBPs as a mechanism to implement the peace process and the national policy priority of bringing development to rural areas affected by the conflict, where human security is threatened. The government's rural development programme which targets assistance to the most fragile areas (ZOMACs and PDETs) provides the principal policy framework for mobilising contributions to address these challenges, including by the private sector.

### Challenges the Framework can address

Private sector engagement is tainted by mistrust and lack of mutual understanding, particularly between large companies and communities.

In 2019 a UNTFHS-funded programme was launched to apply the HSBP Framework in five municipalities in areas particularly affected by the civil war. The aim was to use HSBPs to foster durable solutions through involving the private sector in addressing human security needs that were specified in each locality using primary and secondary data to construct a baseline which was then validated by dialogue with local representatives. Government partners and UN agency teams were trained in the



Framework, resulting in partnerships being established with business in five municipalities.

The challenges the HSBP Framework had to help address were the weak institutionalisation of the state in the programme municipalities, fragmentation of the local private sector and its inability to play a cohesive and decisive role in improving socio-economic conditions and governance, and the absence of trust towards larger national or international companies. This meant that multi-stakeholder partnerships although actively encouraged through government strategies such as the Red de Aliados Estrategicos are in practice difficult to operationalise and do not typically include the private sector.

## Key findings from the case

The profile of the private sector, and therefore business partners, varied across the five programme municipalities. For example, in the programme municipalities of Bello and Dabeiba in Antioquia, the challenge was to attract inward investment to support economic, social and governance reconstruction including integrating marginalised population groups such as displaced persons, victims and former combatants. In this respect, the Framework is both a governance model to generate business confidence through creating mutual understanding and a culture of cooperation with communities, and as a platform to identify opportunities for post-conflict transition beyond what could be achieved by donor funded development programmes and existing dialogue platforms.

Crucially important in the Colombian case was the development of an ICT platform to support HSBPs. This platform served as a communications device to increase access to local information, provide transparency to partnership decisions for the whole community, and provide valuable local data to support new investment and business opportunities. A digitally enabled HSBP combines both technological and social innovation and as such can widen the appeal and functioning of inward investment.

Evidence in the Colombian case drawn from training sessions, feedback from programme partners, and a 2-day workshop in January 2020 revealed the following perceptions of how the Framework and HSBPs add value:

- Ability to integrate protection and development strategies and address transversal issues, building on and connecting past programmes in individual areas, such as, rehousing displaced people, training and entrepreneurship of young people.
- A way to manage expectations, counter the unpredictability and instability of relationships between different local actors including business, and improve communications.
- Counter the problem of weak public institutions and corruption, providing another locus for initiatives and decision-making.
- As a better way to generate grounded 'chains of solutions' rather than focusing on aid money; matching specific solutions to issues with capabilities, commitments, roles and a timeline for achievement; a way of acting on lessons learned from past programmes and interventions by the UN system.
- As a platform for capacity building and training in business and entrepreneurship.

# LIBERIA

## Scenario

HSBPs as a governance model to strengthen natural resources management. Although Liberia has undergone a relatively successful post-war economic recovery, it remains dependent on transnational resource companies. While concession companies are sources of employment and social provision, concession sites have often been the location for social and political unrest. At a time when the relationship between the private sector, communities and policy interventions (by government and the UN system) remains tense and problematic, the HSBP Framework is proposed as a way of breaking the impasse surrounding constructive multi-stakeholder contributions to post-conflict reconstruction.

## Challenges the Framework can address

The main interaction is between TNCs and the government, bypassing local communities who feel their voices are marginalised. TNCs are often seen as drivers of conflict through actions relating to access to land, employment and pollution. The government elected in 2017 has committed to review concession arrangements and this has created new confrontations with TNCs threatening to end operations in Liberia. UN agencies have sought to address individual aspects of the socio-economic challenge.

The UNTFHS programme *Development and Promotion of the HSBP Framework towards achievement of the SDGs* presented the Framework in project-

affected communities and to TNCs to focus on how to provide integrated solutions to post-conflict rebuilding that coordinate the diverse interests and capabilities of many different actors.

## Key findings from the case

- Bring together key stakeholders, including local communities, and improve interaction among them to break the bilateral dynamic which has corroded trust and fuelled confrontation.
- Create structure for sustained dialogue among constituencies, enabling time to build trust and reach shared understanding of the multiple, complex problems related to an economy and society so heavily dominated by TNC operations.
- Provide a framework for reimagining the long-term role of the private sector in the country and the contribution multi-stakeholder partnerships that engage companies can make towards advancing sustainable development.
- Focus attention on addressing cross-cutting issues such as the empowerment of women and the inclusion of young people that can accelerate development progress.
- Promote processes that link national negotiations to the local level and connect local, national and global dialogue.





# BOSNIA

## Scenario

HSBPs as a mechanism to improve difficult relationships between a company and local community. In the Zenica region, ArcelorMittalZenica's (AMZ) operations have contributed to environmental damage and broader socioeconomic and governance issues, negatively impacting the human security of the local population and leading to a highly tenuous relationship between the company and the community.

## Challenges the Framework can address

AMZ was incorporated in 2004 following the world's leading steelmaker ArcelorMittal's acquisition of a majority stake in the Zenica steelworks from the Bosnia and Herzegovina Federation government. As one of the biggest foreign investments in the country at the time, and the mainstay of the local economy, lack of disclosure on the sale of the majority stake resulted in distrust and suspicion between the company and other stakeholders at the local, regional and federal level. This was compounded by limited transparency and communication on issues such as job retention, social benefits packages, working conditions, and the scale of investment in environmental protection.

The non-governmental organisation, EcoForum Zenica, led efforts to open a dialogue on addressing the impact of AMZ's operations on the local community by pursuing multitrack lines of engagement with the company, local authorities, and the

regional and federal governments. The three-way interaction between the company, EcoForum and the government over time turned into an exercise of bargaining, blackmailing and point scoring, as each side engaged in mutual accusations and other pressure tactics which ultimately led to a deadlock in communication.

With the intervention of an outside peacebuilding organisation, the HSBP Framework was proposed as a way to break the impasse and reset relationships between key actors; to rebuild trust between the company, community and government; to mitigate the harms of the Zenica operation, particularly on the environment; and to better realise the potential of the ArcelorMittal investment.

## Key insights from the case

The case of company-community relationships captured in the example of AMZ is one of sharp inequalities of power where the offer of production and employment in a precarious post-war economy serves to compensate for the lack of contribution in other areas, particularly where the company's operations negatively impact population wellbeing and contribute to air, water and soil pollution.

The resort to a formal mediation process owes much to the proactive engagement of EcoForum, which saw mediation as the only way out of the impasse with AMZ. However, the externally led mediation process was restricted to several key stakeholders, namely the company, NGO, local university and some local and Federal government representatives. Meetings and other modes of working led by the facilitators were conducted in accordance with strict confidentiality rules perceived as the main

mechanism to facilitate trust-building among the participating parties.

Based on the AMZ case, the HSBP Framework application could contribute to:

- Proactive management of environmental protection issues and other mutual concerns of AMZ and other stakeholders in the Zenica region.
- Strengthen environmental governance in Bosnia and Herzegovina by opening a different channel for the government to engage with other actors to improve accountability and transparency.
- Help manage expectations of different stakeholders and reduce vulnerability of the local community due to high dependence on the company.
- Complement formal mediation efforts with structured and inclusive dialogue of a broader range of stakeholders to build legitimacy and input into the formal process.



## MEXICO

### Scenario

HSBPs as a complementary tool to strengthen and support a corporate-community development project in Mexico and the company's fulfilment of the SDGs. Recognising that business cannot flourish in contexts of poverty, inequality or insecurity, CEMEX, a global building materials company, decided to leverage its social impact in emerging markets. In a marginal urban area in northern Mexico, the company and partners are piloting a model of Integrated Transformation for Sustainable and Resilient Communities with community participation and using multi-stakeholder alliances to promote individual wellbeing.

The Campana-Altamira Initiative is a joint effort between the company, the state government, the municipality of Monterrey, and the Monterrey Institute of Technology, underpinned by seven core pillars: security and social peace, social inclusion, urban inclusion, housing, economic inclusion, education and health.

As it moves forward, the goals of the project include:

- Developing a contingency plan in the face of COVID-19.
- Establishing a community infrastructure network.
- Improving access to water.
- Management of urban waste.

## Challenges the Framework can address

Campana-Altamira is a 'polygon' that consists of vibrant but marginalised communities facing poverty, insecurity and risk, with half of the 20,000 inhabitants living below the national wellbeing level. In this context, the project has encountered and is addressing several social, political and economic challenges. Difficulties to implement risk mitigation actions or address issues regarding basic housing services due to insecure land tenure are being addressed through working groups targeting land tenure regularization. Future political instability that could jeopardize sustainability is being addressed through translating the model into public policy, securing its continuity despite political change. Disruptions imposed by the coronavirus pandemic, the digital gap and lack of internet access are being solved through a Digital Inclusion Plan.

## Key findings from the case

Key elements of the HSBP Framework that the Campana-Altamira Initiative has proven are effective:

- Multi-stakeholder participation and consultation through committees and working groups to assess each partner's perspective on local development.
- Identification of territories with major needs to select the target area or the area to build partnerships.
- Mapping of participants to identify key stakeholders, positive local environments, and opportunities to encourage partnerships.
- Use of tools like information and communication through technology innovation and training to build capacities.

- Documentation through photographs, infographics and record of attendance that are shared with the community.
- Measurement with indicators to assess the effectiveness of the model.

CEMEX and partners believe that the HSBP framework could contribute to its Campana-Altamira Initiative in the following ways:

- The HSBP Framework helps systematise practices established in the Campana-Altamira project and provide an associative governance framework for the actions initiated.
- The Framework's proposed tool of participatory social impact measurement helps CEMEX enhance indicators and evaluation metrics that meet the needs of the various partners in the company management, the municipality and the community.
- The Framework stimulates partnerships to enable the company to replicate its model in other contexts where the company operates.





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