

PROPOSAL FOR

The Human-Centered Business Model  
(HCBM):  
*A Holistic Approach to a New Model  
for Doing Business*

January 31, 2017

The concepts contained in this Proposal were developed with the intellectual contribution of current partners and the kind financial support of the Ministry of Foreign Affairs of France

# Table of Contents

	<b>Page</b>
<b>I. Executive Summary</b>	<b>1</b>
<b>II. Background and Justification</b>	<b>3</b>
What is a Human Centered Business Model?	<b>6</b>
Who will be interested in the HCBM?	<b>7</b>
<b>III. Project Content</b>	<b>8</b>
High-Level Project Logic	<b>8</b>
Goals, Objectives and Results	<b>8</b>
Direct Results	<b>9</b>
Potential Indirect Results	<b>10</b>
Setting the Stage – Project Launch Meeting	<b>11</b>
Output 1: <i>Inventory of "good practices" of sustainable initiatives relevant to HCBM</i>	<b>11</b>
Output 2: <i>Draft theoretical model of HCBM</i>	<b>12</b>
Output 3: Globally validated final HCBM	<b>17</b>
Output 4: Dissemination of HCBM, indicators, innovative solutions and explanatory materials to interested parties	<b>19</b>
<b>IV. Gender Strategy</b>	<b>19</b>
<b>V. Project Communications Plan</b>	<b>20</b>
<b>VI. Staffing and Management Plan</b>	<b>21</b>
<b>VII. Organizational Capacity</b>	<b>22</b>
 <b>ANNEXES</b>	
Annex A – Logic Model	
Annex B – Logical Framework	
Annex C – Work Plan/Timeline	
Annex D – Monitoring Plan	
Annex E – Indicative Budget and Budget Notes	
Annex F - Current Pillar Team Leaders	
Annex G – Complete List of Implementing Partners	

## Acronyms

CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CSR	Corporate Social Responsibility
CSV	Creating Shared Values
HCBM	Human Centered Business Model (the Model)
HCE	Human Centered Enterprise
ILO	International Labour Organization
OECD	Organization for Economic Cooperation and Development
PMU	Project Management Unit
PPP	Public-Private Partnership
PSC	Project Steering Committee
RFP	Request for Proposal
SDGs	Sustainable Development Goals
SOE	State-owned Enterprise
UN	United Nations
WB	World Bank

## Executive Summary

### **Project Title:**

The Human-Centered Business Model (HCBM): *A Holistic Approach to a New Model for Doing Business*

### **Project Purpose:**

A sustainable and more equitable model of doing business that will advance inter- and intra-generational equity, shared prosperity and inclusive economic growth

### **Project Outputs:**

1. Inventory of "good practices" of sustainable initiatives relevant to HCBM
2. Draft theoretical model of HCBM
3. Globally validated final HCBM
4. Dissemination of HCBM, indicators, innovative solutions and explanatory materials to interested parties

### **Direct Beneficiaries:**

The direct Project beneficiaries are national and sub-national governments, companies, communities and individuals who each will benefit from an alternative approach to doing business that combines – on an equal level of importance – the economic goal of for-profit entities with the wider integrity dimensions of social and environmental sustainability (including, notions of decent work, respect for territorial and local community integrity, sustainable environmental impact, and attention to inheritance issues for future generations).

### **Indirect Beneficiaries:**

Non-HCBM enterprises having dealings or associations with those adopting the HCBM, influenced to follow suit, assimilate various HCBM principles, or adopt certain, selected elements (*e.g.*, social/environmental/ethical principles and respective performance indicators) while not adopting the entire Model.

### **Lead Implementing Agencies:**

World Bank  
European Public Law Organisation  
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**Implementing Partners – See Annex G**

**Estimated Cost:**

€3,000,000 (Euro 3 million)

## Background and Justification

The single-minded pursuit of profit maximization is by far the primary objective of corporate entities and other business structures, and has been since the beginning of modern business practices. However, there is a growing recognition that actions taken by business and corporate entities to achieve profit maximization often negatively impact communities, cities and regions both where the company is located as well as in remote locations the world over. These actions can and often do infringe upon basic and globally-agreed social, environmental, ethical and human rights principles.

Across the world, regulators, industry and public interest groups are struggling to identify alternative, more sustainable models of doing business. This quest is supported by a wealth of entrepreneurial practices and “experiments” aiming to address these specific concerns.

“The decadent international but individualistic capitalism, in the hands which we found ourselves (...), is not a success. It is not intelligent, it is not beautiful, it is not just, it is not virtuous – and it doesn’t deliver the goods. In short, we dislike it and we are beginning to despise it. But when we wonder what to put in its place, we are extremely perplexed” **J. M. Keynes, 1933**

While there have always been other models and ways to conduct business activities, most of them have shown some limitations that make them a less than optimal choice.

A significant problem for non-profit entities is the conduct of capital-intensive activities, which is generally in the domain of for-profit enterprises.

There is substantial public and private-sector interest in improving options for doing business in a more sustainable way, as demonstrated by the large number of voluntary social and environmentally-friendly initiatives implemented in recent years. Along with cooperatives and not-for-profit enterprises, which have been a relevant phenomenon for centuries, more recent initiatives are particularly targeted to for-profit enterprises (although not limited to them): for example, social and environmental reporting; disclosure of non-financial statements; incentives for “green economies”; the “triple bottom line” movement; the “creating shared value” concept (CSV); and corporate social responsibility practices (“CSR”) are all examples of aspects of a potentially more responsible and sustainable methodology. However, these variations are still fundamentally profit-centric; they operate under the widely-held understanding and justification that socially-responsible policies ultimately result in higher profit margins.

Despite the broad effort to develop a harmonized set of fundamental principles, lack of coordination has limited their collective impact. Moreover, while many of the existing initiatives offer guiding principles, suggest best practices on corporate governance, or provide “socially-sensitive” financial instruments, they do not include or develop either a framework or any sort of holistic, comprehensive approach that incorporates corporate governance solutions,

fiscal policy, financial mechanisms, procurement policies, and other basic business needs.

Briefly, the alternatives available currently include:

1. **“Social Enterprises”**. Social Enterprises consist of a galaxy of very diverse forms of doing business, with different missions, governance and rules, and without a common set of social, environmental or ethical principles central to their mission and embedded in their core framework, regardless of where they are located. Quite often, they engage in activities related to social or public interests and/or in labor-intensive industries. Under some national regulations, social enterprises are prohibited from distributing any profits.
2. **Cooperatives**. A cooperative is an autonomous association of persons united voluntarily to meet common economic, social and/or cultural needs and aspirations through a jointly owned and democratically controlled enterprise. Cooperatives operate in virtually every economic sector (from agriculture to banking, from logistics to social services) and can be an effective method of overcoming economic and social challenges. Historically, cooperatives have been capable of enhancing the ability of certain groups to protect their interests, by securing self-help outside of the family. Unlike shareholder companies, where ownership rights belong to the investors, in a co-operative organization ownership rights are assigned to other groups of agents (consumers, workers, producers, farmers, etc). In both industrialized and developing countries, cooperatives continue to contribute in various ways to social and economic development, support employment growth, and foster a balanced distribution of wealth. Cooperatives are extremely varied and the term only describes the ownership and governance structure.
3. **Benefit Corporations**. Adopted in the United States by thirty-eight states, the District of Columbia, and Puerto Rico, as well as in Italy, the Benefit Corporation is intended to create material positive social and environmental impacts. So far, it has proved popular with companies searching for a better way to do business, as it is currently the best model available to unite for-profit and non-for-profit goals. However, the enabling legislation does not provide for an overall approach, but regulates only the corporate governance and reporting aspects of benefit corporations.
4. **Corporate Social Responsibility (CSR) Practices**. While CSR policies and practices aim to encourage a company, generally through a top-down approach, to take account of issues tangential to profit – such as environmental protection, employee wellbeing, and community and civil society in general – CSR retains a profit-centric mentality. Indeed, the CSR

approach hopes to incentivize changes by pointing to the numerous potential positive profit-related outcomes that tend to arise when businesses adopt socially responsible policies (*e.g.*, image enhancement; improved reputation; increased sales; consumer loyalty; improved safety; reduced liability). The CSR approach does not put environmental or social sustainability on a par with profit nor make them central to the business's development and self-governance.

It should be noted that the different forms set out above sometimes overlap; while "cooperatives" and "benefit corporations" describe institutional structures, "social enterprises" and "CSR practices" are defined on a functional basis. Therefore, their aspects can sometimes be combined. For example, it could be possible to have a social enterprise organized as a cooperative that also follows CSR practices.

Although each of these alternatives has its own rationale and may be the appropriate form to operate in a given business context, the proposed Human-Centered Business Model (HCBM or Model) aims at offering a new and additional form, to cater better to the needs of those who want to put environmental and social sustainability on a par with profit or make them central to a business's development and self-governance in a holistic manner. The concept of the HCBM arises from the conclusion that an entirely new business ecosystem is needed for entrepreneurs sensitive to social, ethical and environmental impacts who wish to run a for-profit business.

The Model seeks to create an alternative approach to doing business that potentially combines – on an equal level of importance – profit seeking with the wider integrity dimensions of social and environmental sustainability (including, for example, notions of decent work, respect for territorial and local community integrity, sustainable environmental impact, and attention to inheritance issues for future generations). The HCBM shifts social and environmental interests from "tertiary" or "external" interests considered solely through a lens of increasing profit to primary corporate goals that stand alongside the drive for profit. The social and environmental impact of an HCBM business will be criteria towards which managers, in compliance with their administrative duties, must also strive and success measured by. The Model will provide an additional way to bridge the gaps in the spectrum of business forms, from profit-maximizing enterprises on one side to not-for-profit organizations or volunteer associations, passing through the above-mentioned other possible forms. The HCBM approach is based on the idea that there no longer needs to be a trade-off between financial and social goals, and that supporting the latter will bolster the former. The Project seeks to create a practical business model that provides a real choice for entrepreneurs who are looking for an opportunity to conduct their enterprises in a sustainable way.

The HCBM takes a holistic approach that addresses the entire context needed for a sustainable and competitive "business ecosystem", including fiscal, financial, legal and regulatory regimes, procurement conditions, and capacity building and mentoring support, so that HCEs will not be at a disadvantage compared to for-

profit businesses. It should be noted that some already-existing business forms could “qualify” as HCEs and therefore draw from some of the devised rules provided by the Model.

Once complete, the Model will create a “business ecosystem” that will enable businesses and enterprises to focus equally on (1) economic principles, (2) human and social rights, and (3) environmental sustainability. The Model’s framework will be built upon human rights and globally-accepted ethical principles, with substantial flexibility to allow it to be tailored to specific circumstances in both developed and developing countries.

### What is a Human Centered Business Model (HCBM)?

The development of an innovative, human-centered, business model based on a combined set of economic, social and environmental, rights-based principles will provide a more sustainable way of doing business than current practice, and may be voluntarily adopted by entrepreneurs. A sustainable and more equitable model of doing business will advance inter-generational and intra-generational equity, as well as boosting shared prosperity and inclusive economic growth.

Some of the key contributions of the Model include:

- A sustainable business model that reflects current business and societal priorities and environmentally responsible practices;
- A flexible business model that can be realistically adopted by any government and entrepreneurs in almost any business environment and sector, in developed as well as in developing countries;
- A holistic approach that offers a detailed model and guidance on relevant processes and procedures, such as corporate governance systems, financial instruments, fiscal policies, public and corporate procurement practices, and capacity building options;
- A business model that supports communities and fair economic growth.

The Model is expected to be in line with at least the following preliminary list of existing legal instruments and initiatives:

Policy Documents and Guidelines	Treaties, International Agreements and other sources of Public International Law
Sustainable Development Goals (SDGs); World Bank’s twin goals of (1) eliminating poverty by 2030, and (2) boosting shared prosperity; UN Global Compact (2009); ILO Recommendations, including those on compensation (156,165, 183,	Universal Declaration on Human Rights; International Labour Organization (ILO) Conventions Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); Convention on the Rights of the Child;

<p>191), working conditions (155, 164,192), prohibition on forced labor (C29, P29, C105), and others; UN “Protect, Respect and Remedy” Framework and Guiding Principles (2008); UN Guiding Principles on Business and Human Rights (2011); OECD Guidelines on Multinational Enterprises (2011) G20/OECD Guidelines of Corporate Governance (2015); BuSineSS PrinCiPleS for CounteringG BriBery – Small BuSineSS Edition, TI (2008); Business Principles for Countering Bribery Initiative, TI (2013); Proposed Global Declaration Against Corruption , UK Government-sponsored Anti-corruption Summit, London (2016); Europe’s 2020 Agenda targeting employment, climate/energy, social inclusion and poverty reduction; People’s Republic of China’s Thirteenth Five-Year Plan for National Economic and Social Development (2016-2020).</p>	<p>Convention on the Rights of Persons with Disabilities; Convention Against Corruption; European Convention of Human Rights; Charter of Fundamentatl Rights of the European Union; European Social Charter; OECD Anti-bribery Convention.</p>
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### Who will be interested in the HCBM?

The HCBM is addressed particularly to those enterprises that without it would be plain for-profit enterprises. However, it is not only for them.

The Model will also be suitable for, among others:

1. Enterprises, businesses, and assets that have been captured by organized crime;
2. Companies that are established as a result of bankruptcy, reorganization procedures and government bailout proceedings; and
3. State-owned enterprises.

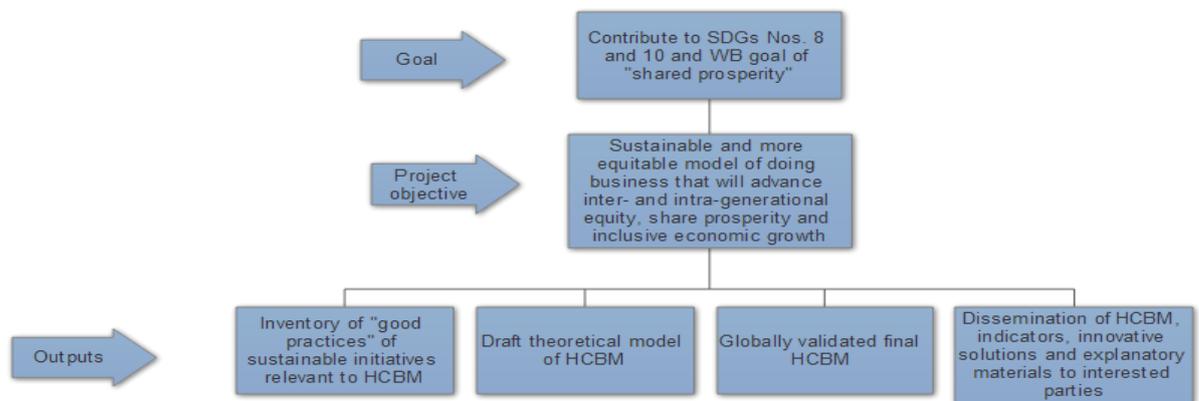
While it may not be easy for already established, non closely held for-profit enterprises to migrate to the HCBM (given that this would imply a significant modification of members’ rights), one can assume that many companies, including large for-profit corporations, will be interested in piloting the Model through their subsidiaries for a variety of reasons. These could include improved or increased presence in a specific market; reputational concerns; learning; and adopting certain guiding principles into their core business.

It is hoped that the Model will stimulate some animated discussions among governments, academia and private sector, and that these interactions will lead to improvements in the Model, allowing for its better adaptation to specific legal-socio-economic environments.

### Project Content

The end result of the project will be a fully developed version of the HCBM, vetted and accepted by interested parties in the international community, disseminated and publicized so as to prepare for its introduction and implementation in 2-3 pilot countries in follow-on projects.

The **higher level project logic** is as follows:



### Goals, Objectives and Results

The overarching Goal of the project is to make a substantial contribution to the Sustainable Development Goals (SDGs) Nos. 8, 10, and 16, and the World Bank goal of "shared prosperity".

SDG Goal 8. “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”;  
SDG Goal 10. “Reduce inequality within and among countries”;  
SDG Goal 16.5 “[S]ubstantially reduce corruption and bribery in all its forms;

The second of the World Bank’s twin goals, adopted in 2015, to:  
“Promote shared prosperity: and Foster income growth of the bottom 40 percent of the population in every country.”

The Project will also have a positive, collateral effect on the achievement of other Sustainable Development Goals and the first of the World Bank’s twin goals of “reducing poverty”.

The Project will make its contribution by creating, validating and disseminating widely a new Human-Centered Business Model that will remedy the negative effects of the existing business models that contribute to lack of economic growth, exclusion of populations, continuation of poverty, unfair distribution and depletion of resources, and others.

Finally, the Project will have a normative purpose that assists in the achievement of SDG Goal 4.7: “[Ensure] that all learners acquire the knowledge and skills needed to promote sustainable development . . . “ through education in its ethical principles and values.

### **Direct Results**

The Project is designed to have impact on and results at many levels, from national and sub-national governments to companies, communities and individuals, and is expected to include at least the following:

- Globally, the HCBM will result in the creation of more sustainable and more equitable businesses and more integrated communities, as well as reducing government costs resulting from inequitable, poor or unsafe working conditions and/or low environmental standards.
- Development of a holistic model that will include corporate governance solutions, fiscal policy, financial mechanisms, procurement policies, and capacity building and mentoring support techniques.
- Governments at all levels adopting the Model will have positive results from the “internalization” of social and environmental costs, while also helping to reduce conflict between the general population and the business community.
- More consistent and reliable longterm growth, taking account of environmental and social sustainability elements of economic growth, thus addressing the question of limits to growth and ecological integrity.
- The Model will help align both governments and entrepreneurs in sharing similar, larger visions of doing business.
- The Model will increase skills and workforce capacity of participating enterprises.

- Improved skillsets should translate into increased compensation for workers (through, for example, better wages for workers and higher fees for more skilled work), as well as improved working conditions.
- Improved working, environmental and social conditions will benefit entrepreneurs, individuals, communities and governments at all levels (national, provincial, municipal).
- It is likely that entrepreneurs and governments (national, provincial, municipal) may see reduced healthcare, safety and environmental costs.
- Beyond pay and salary, improved work-life balance will allow for benefits to entrepreneurs, individuals, communities and all levels of governments (national, provincial, municipal).
- Business partners along the entire supply chain, including suppliers and clients, will benefit from the Model's more balanced and holistic business approach.
- An enterprise that has adopted the Model will be recognizable as a Human Centered Enterprise (HCE) which will enable it to attract those consumers more sensitive to a sustainable way of doing business. The "market" for this type of sustainability is strongly increasing, as evidenced by the growing numbers of "green" labels, as an example.
- Clients/Customers of HCBM businesses will benefit from being part of a socially and environmentally responsible supply chain;
- Local communities will have their voices reinforced regarding environmental, local and other important, and perhaps sensitive, issues.

### Potential Indirect Results

The Model is likely to have several important indirect results. For example, non-HCBM enterprises having dealings or associations with those adopting the Model may be influenced to follow suit, particularly as the number of HCEs grows.

Enterprises deciding against migrating to the Model may nonetheless decide to assimilate several of the HCBM principles, even if only as benchmarks. Some may adopt certain, selected elements (*e.g.*, social/environmental/ethical principles and respective performance indicators) while not adopting the entire Model.

The HCBM may also foster the well-being of individuals, society and the environment world-wide through education in its ethical principles and values. More immediately, the families and communities of those workforces participating in a HCBM may directly benefit from their increased earning capacity and resulting compensation.

Longer term, and although difficult to predict due to a large number of external factors, the project will work to make the element of "environmental sustainability" as preserving ecological integrity, conservation of resources and benefitting natural ecosystems, and future generations may see a cleaner and more intact natural world than otherwise as a result.

## Setting the Stage - Project Launch Meeting

To ensure that all Project partners have a common understanding of the Project phases and tasks, and how these will be achieved, a **one-day Project Launch Meeting** will be organized at the project outset. Attendees will include all Project partners and donor/s.

The Launch Event will consist of workshops for partners to achieve the following:

- (i) Confirm the project design and implementation plan. In addition to providing a general overview of the Project goals, objectives and *methodology*, participants will go through the project logical framework and timeline, as necessary, and the monitoring and evaluation plan, and communications plan;
- (ii) Establish the Steering Committee (SC) and the Project Management Unit (PMU);
- (iii) Agreement on budget allocations, accountability and reporting.

The main body of the work of the project is divided into the six “Pillars” of the Model:

1. Guiding Principles;
2. Legal Framework and Governance;
3. Financial Mechanisms and Instruments;
4. Fiscal Regime;
5. Corporate and Public Procurement;
6. Capacity Building and Mentoring Support.

Each Pillar consists of several partner organizations (see Index of Pillars and Partners Annex F) who will work on a set of activities to be performed by each Pillar to achieve the project’s Outputs.

## Output 1 –Worldwide Inventory of “good practices” from initiatives relevant to the HCBM

As mentioned above, the HCBM project does not exist in isolation and takes advantage of important work being done by other initiatives to try to find those international good practices that might support and inspire the details of the Model.

The first project Output, a Worldwide Inventory of “good practices” from initiatives that may be relevant to the Human-Centered Business Model will be created through the following activities:

- Each pillar team will review and catalogue the worldwide relevant good practices (for example: legislation, regulations, financial instruments, fiscal policies, entrepreneurial good practices, etc.) pertaining to that

pillar's subject matter. In addition to providing a useful knowledge base, this research will allow for a thorough, comprehensive and complementary approach for developing the overall Theoretical Model.

- Each pillar will then consolidate the information gathered into a comprehensive matrix so as to allow comparison of various aspects of the items catalogued both within and across pillars.
- Each pillar's matrix will be shared with all of the other pillar teams, allowing discussion within and across pillars. After a sufficient period for discussion and exchange of views, the Project Management Unit (see Staffing and Management Plan, below) will collate the final good practice items into a guidance matrix for use as reference by all of the pillar teams as they move into creating the Second Output, the first draft of the HCBM theoretical model.
- Along with their Inventory, each Pillar team may produce analytical and informational papers to serve as a resource for all Pillar teams during the next Output's activities, as well as to share with non-Project participant interested stakeholders.

## Output 2 - Draft theoretical model of the HCBM

Once the above reference matrix is completed, each Pillar will draft its respective part of the Model. This is the main and most intensive phase of the project. Pillar 1 will begin first, as its task is to identify and select the guiding principles and the related performance indicators on which the entire project will be based. Once Pillar 1 has completed all or most of its substantive work, and shared that work with all other Pillars, Pillars 2-6 will proceed.

### **Pillar 1: Guiding Principles**

Pillar 1 will propose and draft the Guiding Principles that all enterprises must include in their mission and bylaws (economic, human rights, social, environment, ethical/moral, etc.) if they wish to meet the definition of and function as a Human-Centered Enterprise (HCE). As such, the Guiding Principles will define the Model's central requirements and shape the work and analysis conducted by the other Pillars. Pillars 2 to 6 will build upon the Guiding Principles, developing their own content and endorsing the applicability of the performance indicators in such a way as to be coherent with, and build upon, the work of Pillar 1.

While Pillar 1 will determine the Guiding Principles both from its inventory of good practices and its own research, the following characteristics and features have already been identified as desirable for insertion in the model as a result of the work done to prepare for this project proposal:

- As the HCBM will serve as an alternative to both traditional for-profit and non-profit models of doing business, the Project's success will be dependent upon the suitability of its use in diverse legal, socio-economic, cultural and geographic contexts.

- The Model must include a pre-determined and fixed set of mandatory principles common to all HCEs.
- However, in order to facilitate adaptation of the Model to different legal, socio-economic and cultural environments around the world, it must be flexible enough to be applicable in almost any economic sector of industry or activity.
- While certain core mandatory principles will require immediate implementation by a HCE (*e.g.*, non-complicity in human rights abuses; prohibition of child and forced labor; non-discrimination; equal opportunities, avoiding corruption), other principles may be implemented over time or sequentially (*e.g.*, preferencing technologies less harmful to the environment; green procurement; paid leave and family leave). Additional, optional and sector-specific principles should be proposed for voluntary adoption.
- Ethical principles and related values (*e.g.*, integrity, honesty, tolerance, respect for differences, and others) should be the basis of the guiding principles of the Model. Their implementation will require the firm commitment of the senior management of the adopting enterprises and appropriate education for all shareholders to support them.

### Pillar 1 Activities

Identify the “essential principles” that must be fulfilled by all HCBM enterprises, based on the inventory of laws and principles compiled during the research phase.
Identify which essential principles require immediate vs. gradual implementation by HCBM entities.
Identify “optional principles” that can be adopted depending on the economic sector of activity or other local considerations.
Identify and describe indicators to measure progress towards implementation of both essential and optional guiding principles.
Draft a matrix of both essential and optional principles, suggested time periods for implementation and indicators to measure progress towards each principle.

### **Pillars 2 – 6**

Pillars 2 – 6 are each responsible for developing their respective components of the theoretical model building upon the good practices identified and developing “innovative solutions”, as determined to be necessary, according to each Pillar’s expertise. The Pillars’ areas of expertise and responsibility are briefly described as follows:

#### **Pillar 2: Legal Framework and Governance**

The objective of this Pillar is to develop a legal and governance framework to enable the HCBM to be used in different socio-economic and legal environments, for a variety of purposes and activities, and for businesses of varying sizes. However, regardless of the adaptability, the governance framework must have characteristics that allow for a participatory, democratic, transparent, ethical and accountable system of management, including meaningful involvement of stakeholders, such as workers, customers, suppliers, retirees, local communities, public authorities, and social institutions.

- The legal framework and governance standards should assure sustainability and workability in various legal systems and environments.
- Corporate governance solutions will focus on developing innovative techniques to ensure a more effective internalization of interests other than shareholder profit, including the interests of non-shareholder stakeholders.

### Pillar 2 Activities

Identify functional legal and regulatory model
Develop innovative corporate governance schemes that can ensure the pursuit of goals other than profit ( <i>e.g.</i> evolved agency-cost theory).
Develop compliance and monitoring strategies to control the fulfilment of the legal model within the corporate governance.
Develop draft provisions to be incorporated in HCEs bylaws

### **Pillar 3: Financial Mechanisms and Instruments**

The objective of Pillar 3 is to identify innovative financial instruments that will ensure the financial sustainability of the Model. These instruments could be adaptation of existing instruments or new ones.

The Financial Pillar is a key component in building a sustainable, holistic business model. Pillar 3 will build on the expertise and previous work of other initiatives and financial institutions. The Pillar will investigate the contribution of financial institutions and financial markets to macroeconomic instability, and ways in which recent macroeconomic and micro-economic events have impacted the availability of financing for investments that support economic development, social values and sustainability. The Pillar will identify regulatory and business practice measures capable of bringing the market for sustainable and responsible investment to maturity. Pillar 3 will closely coordinate its work with Pillar 2 as the financial instruments are closely connected with the legal framework and governance of the HCBM.

### Pillar 3 Activities

Analyze concrete financial options for socially and environmentally conscious entities.
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Identify new financial instruments and innovative solutions to bridge the financing gap for HCBM entities. The Model will include solutions at both the institutional and contract level to promote PPPs where beneficial.

Draft formulation and presentation of analytical results and of the related policy implications.

#### **Pillar 4: Fiscal Regime**

The objective of this Pillar is to provide recommendations regarding options for favorable fiscal conditions resulting from positive HCE performance and fiscal benefits for that performance.

- The Fiscal Pillar will build on existing techniques of using fiscal rewards and disincentives for government regulation of business activities.
- Pillar 4's methodology will include researching ways to reward positive corporate performance under the HCBM through fiscal policy, including the possibility of a reduced effective tax rate for participating entities. The system will not create market distortions, and will be developed specifically to counteract current distortions;
- Pillar 4 will establish ways in which the effective tax rate for HCEs should depend on the results for each Guiding Principle (calculated according to the performance indicators developed by the Pillar 1);
- The fiscal regime could thus be linked to the performance, with indicators of a better overall performance, resulting in lower effective tax rates.
- Like the other pillars, this component of the Model will offer flexibility to be adapted to different legal and economic environments.

#### Pillar 4 Activities

Detailed research and analysis of existing taxation systems that link taxation to elements different from income.

Develop criteria on how to reflect into a taxation system the performances on each of the indicators (economic principles, social rights, and environmental sustainability, built upon human rights and globally-accepted ethical principles).

Develop list of possible favourable fiscal options related to positive performance (e.g., effective tax rate that is linked to positive performance under the Model).

Draft formulation and presentation of analytical results and of the related policy implications.

## **Pillar 5: Corporate and Public Procurement**

The objective of Pillar 5 is to suggest mechanisms for granting preferential forms of public and private procurement to those entities in the supply chain that meet HCBM standards.

- Procurement and supply chain policies and practices are an essential component of any business eco-system. In order to effectively address social, economic and environmental concerns in the corporate sector, it is necessary to address business practices across the entire supply chain, in both private and public procurement;
- In line with this objective, the HCBM seeks to expand the impact of the Model beyond just the HCBM entities themselves, to the upstream suppliers and downstream purchasers of the HCE's products and services;
- The aim of the mechanisms proposed will be to guarantee sustainable procurement, and to discourage potential suppliers or buyers from using any procurement contracts that contradict or impede HCBM practices and principles. This should have the effect of widening the use of procurement contracts in both public and private enterprises, and strengthening the observance of human rights and environmental standards in procurement.

### Pillar 5 Activities

Analysis of a range of possible procurement measures, including private supply contract provisions and public procurement preferences.
Review common public and corporate procurement terms, legal requirements and practices ( <i>e.g.</i> , RFP process, terms of tender, etc.) and identify areas related to HCBM ( <i>e.g.</i> , terms and practices that impact human rights and social and environmental goals).
Outline proposed mechanisms for ensuring HCBM compliance across the supply chain in both public and corporate procurement contracts, including possible benefits ( <i>e.g.</i> , selective preference in public contracts, higher-volume contracts in private procurements) and whether strict measures should be applied for non-compliance ( <i>e.g.</i> , cancellation of contracts for failing to meet HCBM requirements, debarment of the contractor for breaching of HCBM requirements, etc.).

## **Pillar 6: Capacity Building and Mentoring Support**

The objective of Pillar 6 is to research and develop innovative solutions for capacity building and mentoring that will aid in both developing and implementing HCEs.

- One of the holistic element of the HCBM is that it includes a model for capacity building and mentoring support;
- This Pillar will consider ways to: (1) communicate the HCBM model and ignite changes in attitudes with respect to individuals, societies and territories; and (2) interconnect and enhance the technical, organizational and communication skills of the persons who work in HCEs. Incorporating

this capacity building and mentoring element within the HCBM will further support the sustainability and long-term impact of the Model;

- As with the other central components of the HCBM, Pillar 6 will build from existing widely-accepted principles (e.g. *models of Community Capacity Building* that are widely-used by organizations, institutions, agencies and associations involved in international development; *models of Enterprise Capacity Building*, closely connected with the themes of learning, change management, knowledge management, organizational culture, and mentoring, often used by enterprises undergoing reform). In addition, the Pillar will research good practices, including both “top down” and “bottom up” approaches to development.

### Pillar 6 Activities

Analysis of techniques for capacity building and mentoring support, specifically the hard and soft skills necessary for implementation of the HCBM (e.g., training and human resources development, participatory approaches, organizational development, policy and institutional development, and multi-actor processes and systems).
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Development of capacity-building processes and mentoring support fitting with the Human Centered Business Model as identified by Pillars 1 – 5.
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Once each Pillar team has completed their analysis and drafting of recommendations for their area of responsibility, each will then share the resulting documents with the other Pillars, for discussion and debate, and in order to determine the most innovative, sustainable, and workable solutions for the Model.

The Extended Team will be ultimately responsible for collating the analytical results elaborated by each Pillar into a final draft version of the HCBM, ready for treatment under the next Output.

### **Output 3 - Globally validated final draft of HCBM**

Once the draft theoretical Human Centered Business Model is completed, the next stage will be to have it validated more or less globally by a diverse and inclusive group of governmental and nongovernmental organizations, academia and private sector.

#### **On-line platform consultation**

The HCBM draft and all of its constituent components will be released via an on-line platform and publicized both on-line and through the various channels available to its Partners and stakeholders. This could include announcement in institutional publications, directed mailings, public service announcements and other means. The Model will be put on-line in English for review and comment open to a wide audience. The aim is to have as wide a public consultation as possible, and will likely begin through a series of invitations through a variety of established channels such as the Global Forum listservs, the EMES Network, and

various known and identifiable constituencies. These constituencies will include associations of entrepreneurs and business organisations, academics from universities around the world, networks of civil society organizations, the development community and government members of the World Bank and the UN. These consultees will also be invited and encouraged to pass the materials along to their own contact so that the breadth of the consultant pool is as wide as possible.

While the consultation will be open to wide participation, it will not be completely open to the public. Some registration and proof of credentials will be required to participate, checked and filtered by available software to make sure that (1) respondents are “real” organizations or individuals, (2) they register under correct identification information, and (3) inappropriate, scurrilous, irrelevant or nuisance comments are deleted automatically. Even with the software protections, it is likely that the website will require a moderator at least part-time.

The on-line platform for consultation will be designed and created in cooperation with outside experts in digital communications and web-based consultation, as well as those experts known to the partners. There are many good examples available and the Project will not have to invent a bespoke platform and software from scratch. For example, the European Commission has a long history and practice of various types of consultations, including public and open consultations, closed consultations and consultations by policy area (see [http://ec.europa.eu/yourvoice/consultations/index\\_en.htm](http://ec.europa.eu/yourvoice/consultations/index_en.htm)).

The actual set up of the public consultation platform will almost certainly be tendered out to a third party who is able to meet certain required specifications and is willing to compete on price, quality, experience and creative input.

Comments will be submitted in a structured format, including the completion of a thorough questionnaire with space for additional free, but space restricted, comments, in order to have targeted and homogeneous inputs. Commentators will be able to submit their remarks through the on-line portal in five languages (English, French, Spanish, Russian and Chinese).

### **Focus groups on various aspects of the HCBM**

Some of the most interesting commentators from the on-line consultation will be invited to participate in wide ranging discussions of the Model in smaller setting (in-person or virtual focus groups). These focus groups will be organized by Pillar, with up to 3 groups per Pillar being conducted in each region. The focus groups will be organized and led by the Pillar co-leads, although the PMU will assist as necessary with connectivity technology and methodology for conducting focus groups.

Once all comments and feedback are received from the on-line platform consultations and the focus groups, any inputs in French, Spanish, Russian or Chinese will be translated into English, as necessary. All acceptable and qualified inputs will be passed to each of the Pillar Teams for their consideration and re-drafting of their sections of the Model, as they consider necessary.

Once all the Pillar Teams have reviewed the acceptable and qualified comments, and re-drafted their sections accordingly, the revised sections will be incorporated into the final version of the HCBM, including all performance indicators and other accompanying documentation, ready for public dissemination.

#### **Output 4 - Dissemination of HCBM, indicators, innovative solutions and explanatory materials to interested parties**

After completion of the final, validated version of the HCBM, it will be publicized and disseminated widely through a series of events and made available to policy makers and governments for voluntary adoption. The aim is to publicize the compelling aspects of the new Model so as to attract several countries to serve as pilots to test the implementation of the Model in the next, follow-on project.

Dissemination events will include a press launch of the HCBM of the model itself and all accompanying products, and a series of press releases. Dissemination will also be made through a series of conferences and other public events; web-based seminars; and face-to-face high-level meetings of interested stakeholders with the members of the core team and the Pillar leads. This will be the responsibility of a dedicated communications expert, along with the general communications plan of the Project (see below).

Invitees will be selected for the high-level meetings in consultation with the SC, Project Management Unit (PMU) and Extended Team, and managed by the PMU. Meetings and events will be held worldwide, using the convening power and the premises of many of the participating Partners of the Extended Team. There will be at least one public event and one high-level meeting per region, as above.

At the end of the dissemination period, the PMU will collect the list of those countries that appear to be most interested in piloting the Model, prepared for a final decision of place of the pilots at the beginning of the next, follow-on project – The Piloting of the Human Centered Business Model.

#### **Gender Strategy**

The Project is mindful of its obligation to respect and follow the standards set by both the UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and SDG No. 5. “Achieve gender equality and empower all women and girls”. In the conduct of this Project, all partners, members of the PMU and the Extended Team will observe the following standards and strategy:

- a. Gender balance in all activities;
- b. Strengthening the protection of women and measures to address gender discrimination;

- c. Providing technical assistance to participating countries to improve and promote gender-sensitive policies with emphasis on public policies and the greater involvement of women in decision-making processes;
- d. Providing advice for removing barriers to the appointment of women to relevant positions;
- e. Creating a community of practice groups to discuss, clarify and strategize on the key issues and options relating to gender discrimination.

The Project will support the efforts to increase women's participation and the integration of gender equality into all its components through capacity-building and awareness-raising amongst civil society actors.

In designing this Project, the Partners are guided by a commitment to gender equality and have made gender perspectives central to all Project activities. As examples, the Partners will:

- ensure active participation by women – by setting target numbers together with relevant partner institutions – in the Project design, implementation, and monitoring and evaluation;
- promote gender-responsive drafting/revision of laws so that men and women benefit equally;
- weave gender-sensitivity into institutional strengthening action plans for effective, non-discriminatory delivery of justice services;
- ensure that the concept of gender equality is addressed in all Project training components;
- include project elements designed to improve access to justice for the poor, with a special emphasis on access for women; and
- support gender-friendly legal awareness-raising services.

### **Project Communications Plan**

The Project will integrate a communications plan for its implementation. All relevant Project external material will fully acknowledge the support given by the donor(s).

The Project will distribute press material on the Project launch and any significant events or research related to the Project. The Project will provide reactive, a-political media comment on any national or international stories specifically related to the Project or issues relevant to the Project.

*Information Pack:* Essential briefing material on the Project will be produced at the beginning of the Project. A printed information pack will include background briefing on the context of the project, its strategic objectives, key stakeholders and target audiences, and a timeline for implementation. This information will be continually updated throughout the course of the Project and distributed to all key Partners and stakeholders.

*Web:* The Project will have a dedicated website which will make available updated information and analysis on the Project, as well as photographic/film illustrations, written case studies and interviews relating to the work of the Project.

*Media Relations:* The Project will establish proactive contact with relevant local, national and international media and regularly distribute press releases and information.

## **Staffing and Management Plan**

The project will be managed through the following bodies:

- a) **The Project Steering Committee (PSC)** composed of one representative from each donor, Andrea de Maio, Diletta Lenzi, Marco Nicoli, the Project Manager and all the co-leaders of the six pillars. Its role, for the duration of the project, is to structure and enhance dialogue between project partners and to ensure that the Project complies with its stated goals, and to guide the developments of necessary adjustments, if any, in response to changing needs and political realities.  
The PSC will not be involved in the day-to-day management of activities.

While the detailed staffing and operational modalities of the proposed SC will be developed at the Project Launch meeting, it is proposed that the SC convenes every six months to fulfill the following responsibilities:

- To ensure that the project of activities does not duplicate or overlap with the projects of other initiatives;
- To provide the project with an opportunity to disseminate and share information on its proposed activities, the results of such activities and research findings with a variety of stakeholders; and
- To provide an auditing function to monitor and evaluate the expending of project funds and ensure that the funds have been allocated as the parties have agreed.

- b) **The Project Management Unit (PMU)**, will be composed of Andrea de Maio (Assistant Director, Department of Technical Cooperation, European Public Law Organization), Diletta Lenzi (PhD Student, Ca' Foscari University of Venice, Italy), Marco Nicoli (Senior Project Manager "Global Forum on Law, Justice and Development", World Bank Legal Vice-Presidency), a Project Manager and a Project Assistant.

All activities related to the general management and coordination of the project will be the responsibility of the (PMU), including scheduling, staffing and logistics to enable the following project activities:

- Overall Management and Coordination of the Project
- Coordination of Working Groups (Pillar Teams) and Organization of Team Meetings

- Solicitation and Collection of Work Product from Working Groups
- Review of Work Product and Cross-Pillar Harmonization
- Ongoing Consultations with Partner Organizations and Outside Stakeholders to Facilitate and Advance Project Needs
- Financial Management of Overall Project Budget<sup>1</sup>
- Management of Deadlines and Final Output Quality for Deliverables
- Communication and Distribution of Theoretical Model
- Kick-off meetings, coordination, project monitoring and evaluation, financial management and all the activities which are not the responsibility of a specific Pillar Team
- Project Administration (administrative tasks, IT needs, etc.)

c) **The Extended Team.** The Project will be implemented, in large part, by a partnership formed out of a large and diverse group of international organizations, academics and private sector representatives (the “Extended Team”).

The Extended Team is organized into six Pillars, each one responsible for taking the lead on one aspect of the Model. Each Pillar team is lead by one or more co-leaders who act as conveners and facilitators and are responsible for coordinating intellectual and technical aspects, and for ensuring proper communication among those working on the other pillars. Co-leaders will set their own internal work plans according to the Project’s master work plan and be accountable for delivering their components to the Model and managing the composition of their respective team.

This project proposal has been developed within the [Global Forum on Law, Justice and Development](#) as a collaborative effort of individuals from over 46 institutions - from academia, business sector, civil society organizations, international organizations and professional associations -who have been working together in the preparation of the present project proposal. For the implementation phase the current Pillar Teams will be expanded – as needed - to include key additional partners, including governments, because of the specific knowledge (guiding principles, legal and governance solutions, financial instruments, taxation regime, procurement policies, capacity building) or perspective (policy making, entrepreneurial, private sector, civil society) they can bring to the project. Each Pillar, in consultation with the Steering Committee, will decide if and to whom to expand the participation.

See Annex F of current Pillar Team Leaders.

## **Organizational Capacity**

### **European Public Law Organization**

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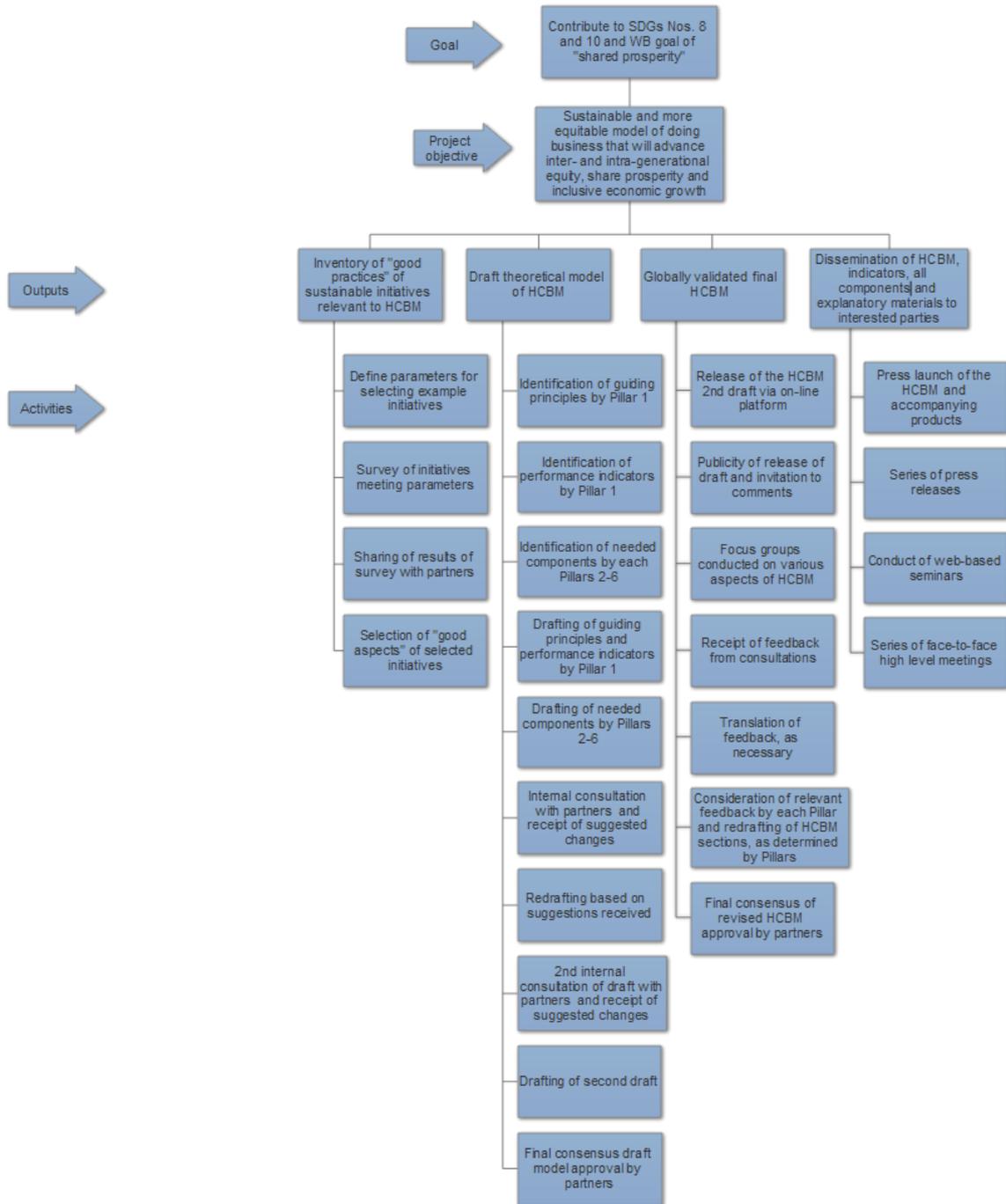
<sup>1</sup>Responsibility for ongoing budgeting and management of each pillar project remains with the Pillar Leader(s) for each Working Group.

The European Public Law Organization (EPLO), founded in 1995, is an International Organization headquartered in Athens, Greece, whose specific mandate is the creation and dissemination of knowledge in the area of public law and the promotion of European values through public law throughout the world. To this effect, the EPLO organizes and supports technical cooperation, educational, scientific and research activities in Europe and worldwide.

The Organization's Board of Directors comprises its 15 Member States (Greece, Italy, Cyprus, France, Estonia, Hungary, Serbia, Moldova, Azerbaijan, Armenia, Ukraine, Georgia, Romania, Bosnia and Herzegovina and Albania), the European Commission, the Council of Europe and over 60 Universities and institutions from 34 countries. The EPLO's Scientific Council is constituted by the European Group of Public Law (EGPL), which includes 234 leading European judges, jurists, law academics and practitioners in the field of public law. The Organization has 62 staff and a network of over 1500 scientific collaborators and experts.

The EPLO implements a large number of technical cooperation projects which assist governments and institutions around the world in promoting the rule of law, justice, public administration reform, regulatory and legislative reforms, human rights, democratization processes, law enforcement and sustainable development. Within this framework, the EPLO carries out such diverse actions as providing technical legal advice to national authorities, training for judges and civil servants, capacity and institution building directed at modernizing and upgrading public structures and institutions or aimed at the empowerment of civil society and local NGOs, research and raising public awareness. In its 20 years of existence, the EPLO has implemented over 200 technical cooperation projects all over the world, including Europe, Mediterranean countries, Balkans, Caucasus and Former Soviet States, Middle East, Central and South Asia, Africa, as well as Latin America. The European Commission is the main donor of the EPLO's technical cooperation projects.

## ANNEX A – LOGIC MODEL



ANNEX B – LOGICAL FRAMEWORK			
Logical Intervention	Indicators	Sources of Verification	Risks/Assumptions
Goal – Make a substantial contribution to the Sustainable Development Goals (SDGs) Nos. 8 and 10 and the World Bank goal of "shared prosperity".			It will be possible to draw a causal connection from the creation of the HCBM to the overarching goals
P.O. Sustainable and more equitable model of doing business that will advance inter- and intra-generational equity, shared prosperity and inclusive economic growth	Model fulfils all stated parameters  Model ready to be tested in real, in-country contexts	Expert opinion  Public validation  Countries willing to pilot Model	Sufficient evidence exists that can prove the model is capable of advancing the stated impacts.
O.1 Worldwide inventory of "good practices" from initiatives relevant to the HCBM	Inventory has considered all relevant current initiatives  Definition of "relevant" and "good practices" is suitably robust to exclude non-applicable variants	Expert opinion  Internal Project Partner consensus	Pillar teams can each agree on final list of "relevant and good practices" in their area of expertise.
O.2 Draft theoretical model of HCBM	Model includes all necessary parts to fulfil the stated aims and parameters  [Specific indicators for each Pillar to be set as Workplan is finalised]	Expert opinion  Internal Project Partner consensus	Pillar teams can agree on all aspects of the final draft theoretical model.

<p>O.3. Globally validated final HCBM</p>	<p>300 representative organizations from the following sectors participate in the validation process: government, academia, civil society,</p> <p>Organizations participating in validation process represent all designated geographic areas</p> <p>80% of those participating approve at least 3/4 of the model</p>	<p>Internal Project tracking/monitoring mechanisms</p>	<p>Sufficient numbers of participants and sufficiently broad geographic participation to claim universal acceptance.</p>
<p>O.4 Dissemination of HCBM, indicators, needed components, innovative solutions and explanatory materials to interested parties</p>	<p>Definition of necessary interested parties agreed</p> <p>300 interested parties who participate in the following dissemination activities: On-line consultation Focus groups</p> <p>2000 interested parties reached by the following public outreach methods: Press launch</p>	<p>Internal Project Partner consensus</p> <p>Internal Project tracking/monitoring mechanisms</p> <p>Internal Project tracking/monitoring mechanisms</p>	<p>Sufficient numbers of diverse, interested parties will have the time and inclination to consider the model.</p> <p>It will be possible to gauge the “influence-level” of those participating in various dissemination events</p>

	<p>Press releases Web-based seminars Face-to-face high level meetings</p> <p>Influence of interested parties reached by the following public outreach methods: Press launch Press releases Web-based seminars Face-to-face high level meetings</p>	<p>Expert opinion; Internal Project tracking/monitoring mechanisms</p>	
<p>Activities – See Timeline and Monitoring Plan</p>			



## **ANNEX D - MONITORING PLAN**

<b>Project Purpose:</b> A sustainable and more equitable model of doing business that will advance inter- and intra-generational equity, shared prosperity and inclusive economic growth							
<b>Output 1:</b> Inventory of "good practices" of sustainable initiatives relevant to HCBM							
<b>Activity</b>	<b>Indicator</b>	<b>O/O</b>	<b>Baseline</b>	<b>Target</b>	<b>Data Source</b>	<b>Data Disaggregation</b>	<b>Frequency</b>
1.1 Define parameters for selecting example initiatives	1.1.1 No. of parameters selected out of all available, per Pillar	Output	0	>1 – depending on target set by each Pillar	Program monitoring and reporting	By Pillar	Once, completed by end of Quarter 1
	1.1.2 Consensus agreement on all parameters selected, per Pillar	Output	0	6 (1 per Pillar)	Program monitoring and reporting	Per Pillar	Once, completed by end of Quarter 1
1.2 Survey initiatives meeting parameters chosen	1.2.1 No. of initiatives meeting parameters chosen	Output	0	>1 – depending on target set by each Pillar	Program monitoring and reporting	Per Pillar	Once, completed by end of Quarter 1
	1.2.2 Closeness of fit of initiatives to parameters	Output	0	At least 75% alignment with parameters	Program monitoring and reporting	N/A	Once, completed by end of Quarter 1
1.3 Sharing of results of	1.3.1 No. of comments in feedback per partner	Output	0	>1 per Partner	Program monitoring and reporting	By Partner institutional type	Once, completed by end of Quarter 2

survey with partners	1.3.2 Applicability and usability of comments received	Output	0	>1 per Partner	Program monitoring and reporting; Expert opinion	By Partner institutional type	Once, completed by end of Quarter 2
1.4 Selection of "good practices" of selected initiatives	1.4.1 No. of good practices meeting parameters selected	Output	0	>1 – depending on target set by each Pillar	Program monitoring and reporting	By Partner institutional type	Once, completed by end of Quarter 2
	1.4.2 Consensus agreement on all good practices selected, per Pillar	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	By Partner institutional type	Once, completed by end of Quarter 2
<b>Output 2: Draft theoretical model of HCBM</b>							
2.1 Identification of guiding principles by Pillar 1	2.1.1 No. of guiding principles identified by Pillar 1	Output	0	>1 – depending on target set by Pillar	Program monitoring and reporting	By subject matter	Once, completed by end of Quarter 4
	2.1.2 Closeness of fit of guiding principles to initiatives and parameters	Output	0	At least 75% alignment with each of initiatives and parameters	Program monitoring and reporting; expert opinion	By subject matter	Once, completed by end of Quarter 4
	2.1.3 Consensus agreement on all guiding principles selected, per Pillar	Output	0	6 (1 per Pillar)	Program monitoring and reporting	By subject matter	Once, completed by end of Quarter 4
2.2 Identification of performance indicators by Pillar 1	2.2.1 No. of performance indicators identified by Pillar 1	Output	0	>1 – depending on target set by Pillar	Program monitoring and reporting	By subject matter	Once, completed by end of Quarter 4
	2.2.2 Consensus agreement on all	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	By subject matter	Once, completed by

	performance indicators selected, per Pillar						end of Quarter 4
2.3 Identification of necessary elements by Pillars 2 - 6	2.3.1 No. of necessary elements identified by each Pillar	Output	0	>1 – depending on target set by each Pillar	Program monitoring and reporting	By Pillar and subject matter	Once, completed by end of Month 16
	2.3.2 Closeness of fit of Pillar necessary elements to initiatives and parameters	Outcome	0	At least 75% alignment with each of initiatives and parameters	Program monitoring and reporting; expert opinion	By Pillar and subject matter	Once, completed by end of Month 16
	2.3.3 Consensus agreement on all Pillar necessary elements, per Pillar	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	By Pillar and subject matter	Once, completed by end of Month 16
2.4 Drafting of guiding principles, needed components, performance indicators by each Pillar	2.4.1 Closeness of fit of each item drafted to each Pillar’s necessary elements and to overall guiding principles from Pillar 1	Output	0	At least 75% alignment with each of initiatives and parameters	Program monitoring and reporting; expert opinion	By Pillar and subject matter	Once, completed by end of Month 17
	2.4.2 Consensus agreement on all Pillar necessary elements, per Pillar	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	By Pillar and subject matter	Once, completed by end of Month 17
2.6 Redrafting based on Internal consultation with partners and suggestions received	2.6.1 No. of suggestions and comments in feedback per partner	Output	0	>1 per Partner	Program monitoring and reporting	By Pillar and subject matter	Once, completed by end of Quarter 6
	2.6.2 Applicability and usability of comments received	Output	0	>1 per Partner	Program monitoring and reporting; expert opinion	By Pillar and subject matter	Once, completed by end of Quarter 6

	2.6.3 Closeness of fit of each item redrafted to each Pillar's necessary elements and to overall guiding principles from Pillar 1	Output	0	At least 85% alignment with each of initiatives and parameters	Program monitoring and reporting; expert opinion	By Pillar and subject matter	Once, completed by end of Quarter 6
	2.6.4 Consensus agreement on redrafted sections, per Pillar	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	By Pillar and subject matter	Once, completed by end of Quarter 6
2.8 Writing of final HCBM draft based on 2nd internal consultation partners and receipt of suggested changes	2.8.1 Applicability and usability of comments received	Output	0	>1 per Partner	Program monitoring and reporting; expert opinion	By Pillar and subject matter	Once, completed by end of Month 21
	2.8.2 Closeness of fit of each item redrafted to each Pillar's necessary elements and to overall guiding principles from Pillar 1	Output	0	At least 95% alignment with each of initiatives and parameters	Program monitoring and reporting; expert opinion	By Pillar and subject matter	Once, completed by end of Month 21
2.9 Final consensus draft model approved by partners	2.9.1 Consensus agreement on redrafted sections, per Pillar	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	By Pillar and subject matter	Once, completed by end of Month 22
	2.9.2 Consensus agreement to release final draft model for global public validation	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	<b>Any disagreement</b> by Pillar and subject matter	Once, completed by end of Month 22
<b>Output 3: Globally validated final HCBM</b>							
3.1 Design and preparation of on-line	3.1.1 Meeting of all functional parameters set	Output	0	At least 95% alignment with	Program monitoring and	N/A	Once, completed by

consultation platform				each of initiatives and parameters	reporting; Expert opinion		end of Month 21
	3.1.2 Ease of use of all functions	Output	0	At least 75% of beta testers agree it is easy to use	Program monitoring and reporting	By organizational type and location of tester	Quarterly at ends of Q8 and Q9
	3.1.3 Attractiveness of all functions	Output	0	At least 75% of beta testers agree it is attractive to use	Program monitoring and reporting	By organizational type and location of tester	Quarterly at ends of Q8 and Q9
3.3 Publicity of release of draft and invitation to comment on HCBM	3.3.1 Breadth of awareness of release of draft	Output	0	At least 50% of intended recipients aware of release	Pre- and post-surveys of intended recipients	By organizational type and location	Quarterly from the end of Q8
	3.3.2 No. of comments received from on-line release	Outcome	0	>1 per draft section	Program monitoring and reporting	By organizational type, subject matter and location	Quarterly from the end of Q8
	3.3.3. Applicability and usability of comments received	Outcome	0	>1 per draft section	Program monitoring and reporting; Expert opinion	By organizational type, subject matter and location	Quarterly from the end of Q8
3.5 Focus groups prepared and conducted	3.5.1 No of participants in focus groups	Output	0	>100 per region	Program monitoring and reporting	By organizational type and region where conducted	Monthly: months 26 - 33
	3.5.2 No. of comments received from focus group participants	Output	0	At least 50% of participants submit a comment	Program monitoring and reporting	By organizational type, subject matter and region where conducted	Monthly: months 26 - 33
	3.5.3. Applicability and usability of comments received	Outcome	0	>1 per draft section	Program monitoring and reporting; Expert opinion	By organizational type, subject matter and	Monthly: months 26 - 33

						region where conducted	
3.8 Consideration of feedback by each Pillar and redrafting of HCBM sections, as determined by Pillars	3.8.1 No of comments from all consultations considered useful	Output	0	>1 per Pillar	Program monitoring and reporting	By organizational type, subject matter and region where comment originated	Monthly: months 31-33
	3.8.2 No of comments from all consultations incorporated into Final draft	Output	0	>1 per Pillar	Program monitoring and reporting	By organizational type, subject matter and region where comment originated	Once, end of month 33
3.9 Final consensus of revised HCBM approval by partners	3.9.1 Consensus agreement on Final draft, per Pillar	Outcome	0	6 (1 per Pillar)	Program monitoring and reporting	<b>Any disagreement</b> by Pillar and subject matter	Once, completed by end of Month 33
<b>Output 4:</b> Dissemination of HCBM, indicators, innovative solutions and explanatory materials to interested parties							
4.1 Press launch of the HCBM and accompanying products	4.1.1 No of press organizations attending launch	Output	0	>50 per region	Program monitoring and reporting	By media type and region	Monthly: months 34-36
	4.1.2 No. of press organizations reporting on launch	Output	0	>50 per region	Program monitoring and reporting	By media type and region	Monthly: months 34-36
	4.1.3 No of times press organizations report on project	Output	0	At least 3 times per region	Program monitoring and reporting	By media type and region	Monthly: months 34-36

4.2 Series of press releases	4.2.1 No of press releases issued	Output	0	>10 per region	Program monitoring and reporting	By region	Monthly: months 34-36
	4.2.2 Breadth of awareness of press releases	Output	0	At least 50% of intended recipients aware of release	Pre- and post-surveys of intended recipients	By media type and region	Monthly: months 34-36
	4.2.3 Attractiveness of press releases	Output	0	At least 75% of actual recipients agree it is attractive	Post- release surveys of actual recipients	By media type and region	Monthly: months 34-36
4.3 Conduct of web-based seminars	4.3.1 No seminars conducted	Output	0	>10 per region	Program monitoring and reporting	By region	Monthly: months 34-36
	4.3.2 No of participants in seminars	Output	0	>100 per region	Program monitoring and reporting	By organizational type and region	Monthly: months 34-36
	4.3.3 Degree of interest of seminar contents to participants	Output	0	At least 75% of participants agree it is somewhat interesting and above	Surveys of participants	By organizational type and region	Monthly: months 34-36
4.4 Series of face-to-face high level meetings	4.4.1 No meetings conducted	Output	0	>10 per region	Program monitoring and reporting	By region	Monthly: months 34-36
	4.4.2 No of participants in meetings	Output	0	>50 per region	Program monitoring and reporting	By organizational type and region	Monthly: months 34-36
	4.4.3 Level of influence of participants	Outcome	0	At least 75% of participants are in a position to influence	Program monitoring and reporting; Expert opinion	By organizational type and region	Monthly: months 34-36

				institutional change			
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\* 'Organizational type' would disaggregate as to whether the targeted groups is primarily focused on human rights, watchdog activities, youth issues, women's issue, media and so on.

ANNEX E – BUDGET AND BUDGET NOTES

## ANNEX F – PILLAR TEAM LEADERS

Pillar 1: Eva Andrés  
Joan Queralt  
Juli Ponce Sole  
Lidón Gasull  
Marta Ortega  
Oscar Candeferro  
Transjus Research Institute of the University of Barcelona, Law School, Spain

Pillar 2: Andrea Zorzi  
Diletta Lenzi  
Ca'Foscari University, Venice, Italy

Pillar 3: Giovanni Ferri  
Center for Relationship Banking & Economics (CERBE), LUMSA University, Italy

Pillar 4: Carlos Valdivia  
Kristin Roe  
Reuven Avi Yonah  
Timothy Dickinson  
Zachee Pouga Tinhaga  
University of Michigan Law School, USA

Pillar 5: Andrea de Maio  
Chryssoula Moukiou  
European Public Law Organization (EPLO), Greece

Pillar 6: Camilla Desideri  
Luca Attanasio  
Pierluigi Sassi  
Roberta Cafarotti  
Impresa Sant'Annibale, Italy

ANNEX G  
Complete List of Implementing Partners -  
Intellectual Partners and Peer Reviewers (current as of January 31, 2017)

Abiola Makinwa	The Hague University of Applied Sciences
Aggeliki Vassiliou	Athens Development & Destination Management Agency
Alberto Mazzoni	International Institute for the Unification of Private Law (UNIDROIT)
Alberto Barreix	Inter-American Development Bank
Andrea de Maio	European Public Law Organization (EPLO)
Andrea Zorzi	Ca' Foscari University of Venice, Department of Economics
Angelo Estrella Faria	International Institute for the Unification of Private Law (UNIDROIT)
Antonio Madrid	Transjus Research Institute of the University of Barcelona, Law School
Atabong Tamo	Erasmus School of Law, research program Rethinking the Rule of Law
Camilla Desideri	Impresa Sant'Annibale
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