



THE UNITED REPUBLIC OF TANZANIA

COMMISSION FOR HUMAN RIGHTS AND
GOOD GOVERNANCE



REPORT

BUSINESS ROUND TABLE DISCUSSION

Enhancing Responsible Business Conduct: *Strengthening Human Rights Due Diligence (HRDD) Practices and introduction to the Tanzania National Action Plan (NAP) on Business and Human Rights*



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AUGUST, 2025

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1.0. INTRODUCTION

The Commission for Human Rights and Good Governance (CHRAGG) in partnership with the Danish Institute for Human Rights (DIHR), held a two-day Business Round Table Workshop aimed at familiarizing businesses with Human Rights Due Diligence (HRDD). The workshop, which brought together participants and stakeholders from the manufacturing, agriculture and blue economy, transport, regulatory bodies, and business associations took place in Morogoro Municipality in Tanzania from 19th to 20th August, 2025 at the PH Hotel.

The workshop equipped participants with knowledge to promote Responsible Business Conduct (RBC). It aimed to build a community of practice that recognizes the connection between business success and respect for human rights, encouraging participants to reflect on their roles and explore pathways for transformative change. Participants were also informed about the business-related processes involved in developing the Tanzania's NAP-BHR, which was coordinated by the CHRAGG and has already been submitted to the Government for formal approval. The workshop concluded with a shared commitment to advancing responsible business practices and strengthening efforts to integrate human rights into their business operations.

It should be noted that, the HRDD requires businesses to identify, prevent, mitigate, and account for how they address adverse human rights impacts linked to their operations and business relationships. This process involves assessing actual and potential human rights risks, taking action based on the findings, monitoring the effectiveness of responses, and communicating how impacts are being addressed. In Tanzania, a key challenge is the lack of specific guidance on HRDD for businesses, including State-owned and Controlled Enterprises (SOCEs). Additionally, awareness of HRDD, its importance, content, and benefits remain low among government institutions, businesses, non-state actors, and local communities.

1.1. Objectives

The roundtable Workshop was designed to raise awareness among business stakeholders and regulatory authorities about the practical importance of RBC principles. It also aimed to foster and strengthen peer learning on the implementation of HRDD strategies and to enhance collaboration with National Human Rights Institutions (NHRIs) such as CHRAGG. These objectives laid the foundation for stronger partnerships, more effective policy engagement, and increased commitment to business practices across various sectors.

1.2. Participants

Participants in the workshop represented a diverse range of sectors. From the agricultural sector, attendees included representatives from leading companies in coffee, tea, rice, and sugar production. The manufacturing sector was represented by stakeholders from cement production, water-based pharmaceutical industries, textiles, plastics, food and beverage processing, and float glass manufacturing. The transport sector brought together voices from the Bus Owners Association, shipping agencies, civil aviation, railway operators, truck owners, and the Seamen's Union.

In addition, key regulatory bodies and associations participated, including the Land Transport Regulatory Authority (LATRA), Tanzania Police Force (TPF), Tanzania Investment and Special Economic Zones Authority (TISEZA), Tanzania Private Sector Federation (TPSF), and Zanzibar Investment Promotion Agency (ZIPA).

1.3. Introductory Remarks

The CHRAGG Executive Secretary, Mr Patience Ntwina welcomed the participants and expressed the CHRAGG's appreciation for their attendance. He informed them that, at the policy level, human rights matters fall under the mandate of two ministries: the Ministry of Constitution and Legal Affairs (MoCLA) in Mainland Tanzania and the President's Office, Constitutional Legal, Public Service and Good Governance (PO-CLPSGG) in Zanzibar. He clarified that the purpose of the workshop was to enhance participants' understanding of HRDD, with the aim of enabling businesses to develop company-level policies that support their efforts to respect human rights. He

emphasized that such mechanisms would assist businesses in identifying, assessing, addressing, and reporting on human rights impacts at the company or operational level.



The CHRAGG Executive Secretary, Mr. Patience Ntwina addressing the participants of the Workshop who are not in picture on August 19, 2025 at PH Hotel in Morogoro-Tanzania. Picture by CHRAGG, 2025.

He recognized the importance of the relevant sectors in contributing to the development of the country but stressed the importance of respecting human rights, especially the best interests of workers and communities, and the preservation of the environment surrounding production areas. He also informed the participants of the conference of the completion of the preparation process of the NAP BHR where they informed that the draft of this plan prepared and coordinated by CHRAGG has been submitted to the Government for approval and launch. He explained that the plan is an important tool for the vision of how each stakeholder will participate in ensuring that human rights are protected and preserved in parallel with business activities while supporting implementation of the UN Guiding Principles on Business and Human Rights (UNGPs). He told the audience that the preparation of the NAP-BHR in Tanzania involved stakeholders from the government, private sector, communities and civil society

organizations. A committee of experts, led by the National Steering Committee (NSC), assessed the human rights impact of businesses by reviewing documents and collecting data from fieldwork targeting diverse stakeholders. This process resulted in a draft report, which has been submitted to the relevant ministries for further action.

He expressed hope that after inauguration and approval by the Government the NAP-BHR would encourage more human rights conscious investment, thereby supporting overall societal development. He highlighted that the NAP Plan aims to strengthen collaboration between businesses and CHRAGG which has mandated to oversee both Government, and private sectors on human rights matters. Besides its investigative, research, educational, advisory functional mandates into human rights and good governance, the CHRAGG is as well advocate for all businesses, regardless of their size, to respect human rights. He finally, welcomed the CHRAGG Vice Chairman, Mr. Mohamed Khamis Hamad, to give the opening speech and officially launch the Workshop.

1.4. Opening Remarks

The opening remarks were delivered by Hons. Mohamed Khamis Hamad, the Vice Chairman of the CHRAGG. In his address, he explained that Human Rights Due Diligence (HRDD) is integrated into the routine operations of businesses. He emphasized that while the expansion of business activities brings both positive and negative impacts, it also necessitates clearly defined, company-level policies on HRDD. Hons. Hamd urged companies to implement operational policies that safeguard the rights of their employees and the communities in which they operate. He further noted that this responsibility extends to recognizing the right to compensation for individuals who are displaced or required to relocate due to business operations. He concluded by stating that businesses must function in ways that do not cause harm. In this regard, the concept of Business and Human Rights serves to establish a balance ensuring that while businesses thrive, they also uphold their responsibilities and do not infringe upon human rights.



The CHRAGG Vice Chairman, Mr Mohamed Khamis Hamad giving an opening speech to officially launch the Workshop on August 19, 2025 at PH Hotel in Morogoro-Tanzania. The participants are not in the picture. Picture by CHRAGG, 2025.

2.0. PRESENTATION, DISCUSSIONS AND DELIBERATIONS

Several presentations were delivered on business and human rights, with particular emphasis on HRDD, its antecedent processes, and the role of businesses in upholding human rights and adhering to ethical practices in their operations. The discussions also highlighted how businesses are expected to incorporate the NAP-BHR into their future policies and practices. The key points presented by experts from the DHRI and the CHRAGG are hereunder summarized.

2.1. Key HRDD Tools in Use by Businesses in Various Contexts

The presentation titled “*Sharing Examples of the Key Human Rights Due Diligence (HRDD) Tools in Use by Businesses in Various Contexts*”, was presented by Mr. Bernad Ocheng from the DIHR, detailing an overview of essential tools that support responsible business conduct through the lens of human rights.

He provided examples of tools such as the Human Rights Impact Assessment (HRIA), the UN Global Compact’s Business and Human Rights (BHR) framework,

Environmental, Social, and Governance (ESG) criteria, the Organization of Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Business Conduct, and the Corporate Human Rights Benchmark (CHRB).

He explained to the participants that the Human Rights Impact Assessment (HRIA) is designed to assess both actual and potential human rights impacts resulting from business operations. Often carried out alongside environmental and social impact assessments, the HRIA process is supported by the DIHR comprehensive toolbox. It can take various forms such as integrated, stand alone, sector wide, or collaborative and is intended to benefit a range of stakeholders, including rights holders, businesses, and governments. The HRIA process takes place over several key phases: planning and scoping, data collection and baseline development, impact analysis, mitigation and management, and finally, reporting and evaluation. Throughout each stage, core principles such as participation, non-discrimination, empowerment, transparency, and access to remedy are upheld to ensure the assessment is both effective and credible



The DIHR expert, Mr. Bernad Ocheng (Left) making presentation during the Round Table Workshop on Enhancing Responsible Business Conduct in Strengthening HRDD held on August 19, 2025 at PH Hotel in Morogoro-Tanzania. The participants are on the right. Picture by CHRAGG, 2025.



The HRIA is supported by the OECD Due Diligence Guidance for Responsible Business Conduct, which sets out a clear six step framework to help businesses align with social and environmental standards. This includes: integrating responsible practices into

policies and management systems; identifying and assessing risks and impacts; taking action to prevent or address them; monitoring progress; reporting on how issues are managed; and ensuring access to remedy where needed.

Additional support is furnished by the Business and Human Rights (BHR) Navigator, an initiative of the United Nations Global Compact, which furnishes a compendium of practical instruments and resources intended to facilitate the integration of human rights due diligence (HRDD) within ESG) frameworks. Of particular note, the Navigator draws attention to the interlinkages between environmental degradation and the attendant risks to human rights. Rooted in the foundational principles articulated in the UNGPs, the Navigator comprises tailored guidance, sector specific analytical insights, and illustrative real-world exemplars, all designed to support the effective operationalization of HRDD obligations by corporate entities.

Furthermore, the CHRB, as developed under the auspices of the World Benchmarking Alliance, constitutes a comprehensive evaluative framework through which corporate performance vis-à-vis human rights obligations may be measured across diverse industry sectors. The CHRB assesses undertakings against a series of core criteria, inclusive of governance structures, policy undertakings, implementation of due diligence processes, and the availability and efficacy of grievance redress mechanisms. The benchmarking methodology employed is systematic in nature, encompassing the prior notification of assessed entities, the collection and analysis of relevant data, and the subsequent public dissemination of findings, all of which serve to enhance transparency and reinforce corporate accountability in matters pertaining to business and human rights.

He informed participants that, the aforementioned instruments collectively constitute a comprehensive and cogent framework whereby commercial enterprises may methodically incorporate considerations pertaining to human rights within their operational structures. Such integration serves to enhance transparency and to foster substantive engagement with relevant stakeholders. The presentation underscored that the implementation of HRDD ought not to be construed solely as a procedural formality,

but rather as an essential mechanism facilitating the ethical, responsible, and sustainable conduct of business activities within the global marketplace.

2.2. Responsible Business Conduct presentation: Insight from DIHR

Mr Bernard Ochieng delivered a presentation **entitled "*Introduction to Responsible Business Conduct (RBC)*,"** wherein he drew upon authoritative guidance from the DIHR. The discourse centered on the critical role of HRDD within contemporary commercial operations, grounded in the United Nations Guiding Principles on Business and Human Rights (UNGPs), with particular focus on Pillar II the Corporate Responsibility to Respect Human Rights.

The presenter commenced by articulating that human rights are universally recognized legal entitlements designed to safeguard individuals and collectives against infringements upon their inherent dignity and liberty. These rights span the civil, political, economic, social, and cultural spheres, with special emphasis placed on the protection of vulnerable groups, including but not limited to persons with disabilities, women, and children.

Mr. Ochieng proceeded to elucidate the existing frameworks through which human rights are operationalized, referencing international and regional legal instruments, domestic legislative frameworks, state institutions, non-state actors, and the rights holders themselves. The respective obligations of duty-bearers were defined: states bear the tripartite obligation to respect, protect, and fulfil human rights, whereas corporate entities are mandated to respect human rights by proactively identifying, preventing, mitigating, and accounting for adverse human rights impacts.

A particular focus was accorded to the agricultural sector, which was identified as being especially susceptible to human rights violations, including but not limited to forced labour, child labour, hazardous working conditions, and ecological degradation. Mr Ochieng also highlighted recurring workplace concerns such as sexual harassment, insufficient remuneration, and the absence of effective grievance mechanisms. He cautioned that non-compliance with human rights standards may expose businesses to legal liabilities, reputational damage, and operational disruptions.

The evolution of the UN Framework on Business and Human Rights was traced, beginning with the 2005 appointment of the UN Secretary-General's Special Representative, the subsequent articulation of the "Protect, Respect and Remedy" Framework in 2008, and culminating in the 2011 adoption of the UNGPs. Although the UNGPs are non-binding in nature, they are globally applicable and establish a clear demarcation of roles and responsibilities between state and non-state actors with regard to the prevention and redress of human rights infringements.

The three foundational pillars of the UNGPs were outlined as follows: The State Duty to Protect Human Rights; The Corporate Responsibility to Respect Human Rights; and Access to Effective Remedy for Victims of Business-Related Abuses. The presentation made reference to the NAP-BHR. HRDD was presented as a comprehensive and iterative process encompassing: Human rights risk and impact assessments; Integration of findings into internal policies and operational processes; Continuous monitoring and evaluation; Transparent communication and disclosure; Formulation of human rights policy commitments; Stakeholder engagement; and Development and implementation of remedial mechanisms.

In relation to policy commitment statements, Mr. Ochieng provided illustrative examples from the East Africa Crude Oil Pipeline Company (EACOP) and FIFA, highlighting their publicly accessible human rights policies available via their respective websites. FIFA, in particular, has declared a formal commitment to uphold all internationally recognized human rights in accordance with the UNGPs. This commitment extends across the organization's full operational spectrum, encompassing international tournaments, development initiatives, and engagement with member associations. FIFA has pledged to avoid contributing to human rights infringements, to address any adverse impacts to which it may be linked, and to provide access to effective remedy for impacted persons. Key policy focal points include: Protection of labour rights; Prohibition of discrimination in all forms; Safeguarding of child rights; and Mitigation of human rights risks associated with large-scale sporting events. To ensure implementation and accountability, FIFA has established a dedicated Human Rights Department and an independent Advisory Board. While acknowledging the presence of ongoing challenges, the organizations'

efforts signal an evolving recognition of its human rights responsibilities within the global football industry.

Finally, participants from the business sector attending the workshop were invited to share and reflect upon the formulation and practical application of their own human rights policy statements.

2.3. Tanzania's National Action Plan on Business and Human Rights

Ms. Joivina Muchunguzi, the CHRAGG's BHR Coordinator, presented the business processes in the preparation of the Tanzania NAP-BHR (2025/26 to 2029/30) which seeks to: Reinforce existing legal and regulatory frameworks; Align corporate conduct with internationally recognized human rights standards; Bolster institutional and corporate accountability mechanisms; and Improve access to effective remedies for affected individuals and communities. The development of the NAP-BHR demonstrates the United Republic of Tanzania's (URT) strategic commitment to the implementation of the UNGPs. The initiative was driven by the country's rapidly growing investment landscape and expanding business sector, both of which have significant implications for human rights. The NAP-BHR which its preparation is still in progress was informed by the sector specific findings of the National Baseline Assessment (NBA), reflecting key challenges in sectors such as Manufacturing and Processing; Extractive and Energy; Agriculture and the Blue Economy; Tourism and Hospitality; Digitalization and Telecommunications; Works and Transportation; Extractives and Energy; Trade, Commerce and Finance; as well as essential social services such as Education and Health. It is aligned with both national and international development frameworks, notably the Tanzania Development Vision 2025, Zanzibar Development Vision 2050, national development plans, the African Union Agenda 2063 (The Africa We Want); and the Sustainable Development Goals (SDGs). The coordination of its preparation was manned by the CHRAGG and in the guidance of National Steering Committee (NSC) comprising representatives from the Government, Civil Society Organizations (CSOs), CHRAGG, and the Business Sector, supported by a team of technical experts.

Participants were informed that, the NAP-BHR is a five-year strategic plan covering the period from 2025/26 to 2029/30. It emphasizes the importance of multi-stakeholder

collaboration in its implementation. The Plan outlines strategic actions targeting activities such as to be carried out by designated lead actors in coordination with supporting partners. It also provides guidance on implementation mechanisms, monitoring, and evaluation.



The CHRAGG BHR expert, Ms. Jovina Muchunguzi (Left) making presentation during the Round Table Workshop on Enhancing Responsible Business Conduct in Strengthening HRDD held on August 19, 2025 at PH Hotel in Morogoro-Tanzania. The participants are on the right. Picture by CHRAGG, 2025

Ms. Muchunguzi told the participants that HRDD has been incorporated in the draft Tanzania NAP-BHR, focusing on strengthen legal framework on human rights due diligence by reviewing laws to incorporate human rights due diligence requirements, to train state and non-state business entities on human rights due diligence practices, and to monitor human rights due diligence practices by business enterprises.

3.0. KEY ISSUES THAT AROSE FROM PLENARY DISCUSSIONS

3.1. Inadequate Enforcement of Safety Standards

There exists a material deficiency in the effective enforcement of statutory and regulatory safety standards, both in form and substance, resulting in a systemic failure to safeguard individuals from preventable harm. The competent authorities have not sufficiently discharged their obligations to monitor, inspect, and ensure compliance with

minimum safety requirements, thereby exposing affected persons to unacceptable levels of risk.

3.2. Absence of Regulations for Bus Infrastructure

There is a conspicuous absence of a comprehensive regulatory framework governing the establishment, maintenance, and operational standards of bus infrastructure. The legislative and policy vacuum in this regard has engendered unsafe, inefficient, and inequitable public transport systems, undermined the public interest and compromised the right to safe and reliable transportation.

3.3. Inadequate Compliance with Employment Standards and Fundamental Rights

A persistent pattern of non-compliance with statutory employment standards and fundamental labour rights has been observed, including, but not limited to, breaches of minimum wage laws, limitations on collective bargaining, and the denial of safe and dignified working conditions. This testimony was highlighted by participants from industries, agricultural estates and transportation.

3.4. Inadequate Access to Conducive Sanitation, Health, and Dignity for Long-Distance Buses

The provision of adequate sanitation facilities, healthcare access, and conditions supportive of human dignity in the context of long-distance bus services remains gravely insufficient. Passengers and workers alike are often subjected to unhygienic and inhumane conditions, in breach of public health standards and the rights to dignity and bodily integrity.

3.5. Lack of Inclusive Transport for Persons with Disabilities

The public transport system, including long-distance buses, remains materially non-compliant with principles of universal accessibility, thereby failing to accommodate the specific needs of persons with disabilities. Such exclusion amounts to indirect discrimination and violates the rights conferred under domestic equality legislation and relevant international instruments, including the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

3.6. Inadequate Social Security Protection

There exists an overarching insufficiency in the provision of comprehensive social security protection for vulnerable and precariously employed populations. Many individuals remain either wholly excluded or partially covered by existing schemes, resulting in a lack of income security during periods of unemployment, sickness, old age, or other contingencies.

3.7. Inadequate Health and Safety Standards

There is an endemic failure to institute and maintain adequate occupational health and safety measures across various sectors. This includes insufficient risk assessments, lack of protective equipment, and absence of meaningful regulatory oversight, thereby exposing workers to significant health hazards and constituting a breach of both statutory duty and the common law duty of care.

3.8. Land Rights

The rights of individuals and communities to occupy, utilize, and inherit land are frequently compromised by acquisition of land for investment without adequate consultation, due process, or compensation. These practices contravene established principles of land tenure security, as well as international human rights standards relating to land acquisition.

3.9. Environmental Mismanagement

The prevailing practices of environmental governance are characterized by gross mismanagement, including the failure to mitigate environmental degradation, enforce environmental regulations, or ensure sustainable resource use. Such omissions undermine the right to a clean, safe, and sustainable environment.

3.10. Inadequate Wages, Poor Housing, and Income Insecurity

There is widespread failure to ensure the provision of adequate remuneration, decent housing, and financial stability for workers, particularly in low-wage and informal sectors. These conditions amount to violations of the right to an adequate standard of living as enshrined in domestic social legislation and international human rights law.

3.11. Limited Knowledge of Human Rights among Farm Workers and Employers

A significant knowledge gap persists among agricultural workers and their employers with respect to applicable human rights norms, labour standards, and grievance mechanisms. This deficit impedes the realization and enforcement of labour rights, contributing to the perpetuation of exploitative practices and the erosion of legal accountability frameworks.

4.0. RECOMMENDATIONS ARISING FROM PLENARY DISCUSSION.

4.1. Strengthening Labour Rights and Union Protections

Support and Safeguard Independent Transport Unions from Political Interference: - That the legal and institutional framework ensure the autonomy of transport sector trade unions and protect them from undue political influence or external coercion.

4.2. Advancing Workplace Safety and Living Conditions

- i. Invest in Occupational Health and Safety by requiring employers to provide safety training, emergency preparedness protocols, and appropriate personal protective equipment (PPE) in line with national standards.
- ii. Improve Worker Housing and Welfare: Enforce minimum standards for employer-provided housing, including habitability, sanitation, privacy, and structural safety.

4.3. Leveraging ICT for Transport Sector Efficiency

Enhance ICT Integration: Invest in digital systems for vehicle speed monitoring, driver testing and certification, real-time passenger information, and online ticketing and management platforms.

4.4. Promoting Inclusive and Equitable Employment Practices

- i. Advance Gender Equity through the implementation affirmative measures to eliminate gender-based discrimination and promote equal access to employment, training, and leadership roles.
- ii. Ensure Fair Market Access and Pricing Reform regulatory frameworks to support equitable pricing and broaden market access, especially for marginalized producers.

4.5. Enhancing Corporate Accountability and Sustainability

- i. Introduce Corporate Social Responsibility (CSR) Obligations: Require companies to adopt and publicly report on CSR initiatives that promote social, environmental, and economic welfare.
- ii. Implement Environmentally Sustainable Investment Policies: Revise investment frameworks to mandate environmentally responsible practices and compliance with environmental legislation.
- iii. Strengthen the institutional capacity for the enforcement of human rights-related standards and obligations.

4.6. Embedding Human Rights in Business Operations

- i. Integrate Human Rights Due Diligence (HRDD): Embed HRDD into corporate governance and risk management systems, including awareness and sensitization at the enterprise level.
- ii. Engage SMEs in HRDD Processes: Provide capacity building, technical support, and simplified compliance tools to ensure SME participation in national and sectoral HRDD strategies.
- iii. Conduct Sector-Wide Human Rights Impact Assessments: Undertake comprehensive assessments to identify systemic risks and develop mitigation strategies aligned with international standards.
- iv. Review Licensing Regimes for Human Rights Compliance: Amend licensing frameworks to include mandatory human rights assessments and mitigation measures.

4.7. Fostering Transparency and Multi-Stakeholder Governance

- i. Establish Public Oversight of TABOA: Create transparent and accessible accountability mechanisms for the Tanzania Bus Owners Association to promote good governance.
- ii. Promote Multi-Stakeholder Engagement: Facilitate collaboration among government, private sector, civil society, and rights-holders to advance responsible business conduct and human rights compliance.

- iii. Strengthen Grievance Redress Mechanisms: Ensure enterprises and public institutions establish effective, accessible grievance systems in line with the UN Guiding Principles on Business and Human Rights.