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TITLE

Preface and acknowledgments

AUTHOR(S)

Luc Zandvliet and Mary B. Anderson

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Aizlewood's Mill, Nursery Street, Sheffield S3 8GG, UK
Tel: +44 (0)114 282 3475 Fax: +44 (0)114 282 3476
info@greenleaf-publishing.com <http://www.greenleaf-publishing.com>



Preface and acknowledgments

Throughout this book, the authors relate vignettes about company–community relations. These stories are not fiction. They all report on real experiences of real people in real countries with real companies. However, in most places the authors report these stories in generalized terms, citing neither company nor country by name. There are two reasons for this.

First, the vignettes we selected are not about unique or bizarre situations. They represent experiences that we have seen in many places with many companies. They are chosen precisely because they highlight common and widely shared experiences that are important for learning how to improve company–community relations. To emphasize that the stories are broadly relevant across multiple contexts, we have not particularized either the country or the company.

Second, the purpose of this book is not to vilify or embarrass any company or community. Instead, the purpose of these stories and the lessons that they support is to build on broad experience in order to figure out how to do better in the future. Naming companies or countries where things go wrong would send the wrong message, implying that some companies get it wrong while others get it right. In our experience, most companies both get it wrong *and* get it right and the challenge is to figure out how to avoid the former and be consistent with the latter. These stories are meant to support this purpose.

CDA Collaborative Learning Projects, which is the organizational home of the Corporate Engagement Project (CEP), is institutionally committed to working with a broad range of international actors on many fronts, clearly judging the outcomes and impacts of the work of these actors but never condemning or condoning the individuals who act. The world is interconnected in many ways, and we believe that it is a better place when people cross borders, interact respectfully with other cultures, and appreciate the diversity of histories and mores that exist across this globe. It is a better place when people who have skills and abilities can apply these in set-

tings where they can help improve the lives of local people. With these beliefs, we have worked for many years with individuals and agencies involved in humanitarian assistance, development cooperation, and conflict prevention and peace building.

When CDA undertook the work of the CEP in 2000, we recognized that alongside these assistance-focused groups a large number of commercial enterprises also affect the lives of people who live in poor or troubled societies. It seemed plausible and worthwhile to investigate these corporate impacts more closely in order to learn how these entities – which will continue to cross borders for work in the increasingly interconnected world – can ensure that they have positive, rather than negative, impacts on the lives and societies of local people.

CDA's approach in such investigations is what we call "collaborative learning." Our projects organize processes through which many actors (humanitarians, peace people, corporations) can gather and compare their field-based experience and, from this, identify patterns that are common across contexts. Analysis of these patterns, over time, allows us collaboratively to discern lessons about how to improve positive impacts and reduce negative impacts. The CEP has been organized in this same way. Many companies were invited to participate in a joint effort to assemble broad, practical field experience (through site-visit studies) and to work together to analyze it. A number of companies welcomed this approach and joined the project, submitting their field operations to intense visits by CEP teams who interviewed a broad range and number of people in those contexts about a company's operations and impacts. All site-visit reports are available on CDA's website (www.cdainc.com). In addition, several companies invited CEP representatives to internal workshops with their corporate social responsibility (CSR) practitioners to test the project findings against their own experiences, and many other companies participated in the CEP project through periodic consultations that we organized to review field findings.

From this background, it will be clear to readers that many people have been involved in the collection of experience and the range of ideas and approaches that have contributed to the learning in this book. Village people in many places, local religious leaders, business people, politicians, academics, security personnel, army commanders, rebel leaders, ambassadors and other embassy staff, corporate executives in headquarters and site managers in the field, and workers have all been willing to spend time with CEP teams, discussing and reflecting on how a company's activities have affected the lives of local people and the countries in which they have operations. These individuals are far too numerous to name and many prefer to remain anonymous in any case.

Nonetheless, it is important to acknowledge and thank the specific corporations whose staff have participated in field studies, in consultations, and in reflections on this material. The following companies have done this: AngloGold Ashanti, Anta-

mina Mine, Anvil Mining, Barrick Gold Corporation, BG Group, BHP Billiton, BP, ChevronTexaco, ConocoPhillips, Eni Group, Exxon Mobil Corporation, F&C Investments, Greystar Resources, Newmont Mining Corporation, Placer Dome (now part of Barrick), Premier Oil, Shell, Talisman Energy, Total, and Unocal.

It is also useful to list the countries where intensive site visits occurred to give the readers some indication of the range and types of place the vignettes cover. These include Bangladesh, Cameroon, Canada, Colombia, Democratic Republic of the Congo, Ghana, Indonesia, Mauritania, Mozambique, Myanmar/Burma, Nepal, Nigeria, Papua New Guinea, Sudan, and Thailand.

Finally, it is both a responsibility and a pleasure to acknowledge and thank our donors and some key individuals who have helped in special ways. To ensure that the lessons learned are publicly accessible, we have sought public funding in addition to the financial contributions of companies. We thank the World Bank and the governments of Canada, the Netherlands, the United Kingdom, Switzerland, and Germany for their financial and collegial support at various phases of the project.

In each of the site visits, we worked with various international and local experts who provided depth to the project's learning and placed our observations into their context. David Reyes led visits to Mozambique, Bangladesh, and Thailand and accompanied the team to Cameroon, Mauritania, and Colombia. Gary MacDonald led the CEP visit to the Democratic Republic of the Congo. Doug Fraser accompanied us to Papua New Guinea, Myanmar, and Canada, and Ana Paula do Nascimento joined visits to Myanmar and Thailand. The following people provided invaluable insights as team members during other visits: Sajeda Begum, Shawna Christianson, Simon Devung, Ibiba Don Pedro, Brian Ganson, Frederic Kama-Kama Tutu, Emma Nikki Owiredu, Akachukwu Nwankpo, Saubhagya Shah, Sonny Sukada, and Yezid Campos Zornosa.

Four colleagues with corporate experience read the manuscript and commented even as we sent it to the publisher for review. They deserve our special thanks for the time commitment they made and the perceptiveness and acuity of their specific suggestions and comments. These are Chris Anderson of Newmont Mining Corporation, James Austin of Harvard Business School, Ian Bannon of the World Bank, and Jean-Pierre Cordier of Total Professeurs Associés (retired from Total).

All of our CDA colleagues have provided immense support and discerning criticism through the months of our writing and all deserve our thanks for this. Particularly helpful throughout the months of evidence gathering, writing, editing, and the development of tools and graphics were Nicole Goddard and Andrew Yang. Much of the clarity of layout reflects their clever skills with ideas and technologies. Finally, Deborah Zawalich who, as Chief Finance Officer of CDA, really has no obligation to read manuscripts-in-progress, yet nonetheless spent precious hours reading, suggesting clarifications, and catching innumerable typographical errors, all of which have made the final manuscript both more readable and more accessible.

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It would be a pleasure to blame any or all of these colleagues for mistakes that still appear in these pages but, alas, if such be there, they are our fault as their creators.

Luc Zandvliet, Director, Corporate Engagement Project

Mary B. Anderson, Executive Director, CDA Collaborative Learning Projects