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### 'CSR as a Strategy for Poverty Reduction: Fact or Fiction'

EAP will host a half-day conference exploring Corporate Social Responsibility in London on **13th October 2004**.

Speakers include Gareth Thomas MP, Under Secretary of State at the Department for International Development.

The Conference has been developed to coincide with the United Nations International Day for the Eradication of Poverty and will bring together leading figures from the Business, Government and NGO communities to discuss the issue of corporate responsibility and its links with global poverty eradication.

With this multi-sector perspective, the conference will provide a framework for a comprehensive and rounded view of the subject as well as a platform for discussion of conflicting perspectives and controversial issues.

Further details and registration form will be posted in the Spark, on our website and sent to our mailing list.

## From the Director

# Where next for CSR: the need for a balanced debate

Issues of corporate social responsibility (CSR) are the subject of an increasingly significant debate. Significant because the subtext of this debate concerns the growing reach and influence of the private sector and the associated demands for greater transparency and accountability. The concept of CSR is increasingly seen as encompassing a complex set of global issues with strategic implications for business leaders and policy makers. Many of those involved in CSR are coming to recognise that in a globalised world, leaving the poor behind is no longer an option.

The engineering industry is in many respects at the forefront of this debate. The Institution of Civil Engineers (ICE) for example, recently established a Presidential Commission to examine ways for the industry to increase its contribution to poverty reduction. This initiative builds on the support it is already providing to the Millennium Project, the body established by the UN to oversee progress towards the Millennium Development Goals.

EAP is also part of these efforts and in October, to mark the UN's International Day for the Eradication of Poverty, we will be hosting a conference in London entitled 'CSR as a Strategy for Poverty Reduction:

Fact or Fiction?' Leading speakers including Gareth Thomas MP, Under Secretary of State at the Department for International Development, will debate the role of CSR in relation to poverty reduction. This edition of the Spark begins to prepare the ground for that conference by looking at some of the most recent developments.

The Corporate Responsibility Coalition (CORE) is a network of more than 40 NGOs, trade unions and faith based organisations, working to introduce legislation through parliament aimed at regulating corporate behaviour. The CORE bill has three principle aims. First, it would introduce mandatory reporting by

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certain companies of the significant social, environmental and economic impacts of their work. Secondly, it would require that companies engage with all stakeholders who are likely to experience a 'significant impact' from their operations. And lastly, it would impose a statutory duty on company directors to give greater consideration to the social and environmental aspects of their work. In 'The Myth of Corporate Social Responsibility', Deborah Doane, Chairperson of the CORE Coalition, explains why CORE members believe that CSR is unlikely ever to contribute effectively to sustainable development and why they consider legislation to be the only option.

As a strategy to improve the contribution of business to poverty reduction, the CORE approach is challenged by organisations such as the World Economic Forum and the World Business Council for Sustainable Development.<sup>1</sup> These coalitions of business leaders argue for a minimalist approach to legislation. One that allows companies to contribute towards poverty reduction through what they do best – generating economic growth, creating jobs, paying taxes and improving infrastructure. The role of legislation, from this perspective, is to create an enabling environment that supports and encourages good corporate behaviour through voluntary self regulation.

EAP's work challenges any sharp polarisation between legislative and voluntary approaches. Senior managers have told us recently that in many instances, they are penalised when bidding for work in low and middle income countries, because their competitors spend less on meeting in-house health, safety and environmental standards. In such circumstances, good corporate behaviour is being penalised and legislation could help to raise standards, create a level playing field and reward companies that act

responsibly. However, legislation is only really effective in prescribing the limits of negative behaviour and in the absence of strong global institutions, enforcing international codes and standards is almost impossible. Often, what are most needed are incentives for companies to go beyond compliance with minimum standards and demonstrate innovation in delivering high standards of social and environmental performance.

The Extractive Industries Review report, entitled 'Striking a Better Balance', is the product of a two year independent review, commissioned by the World Bank, aimed at producing a set of recommendations to guide involvement of the World Bank Group in the oil, gas and mining sectors. The investigation occurred against the background of the World Bank's overall mission of poverty reduction and the promotion of sustainable development and the compatibility of this

with its involvement in the extractive industries. Ian Neal, EAP Programme Officer, looks at the results of the review and draws attention to the way in which Botswana has used mineral wealth to help transform the lives of some of its poorest people.

Our Campaign and Policy News section looks at some of the most recently produced resources on the CSR debate including reports by Christian Aid and Global Witness. There is also news on conferences and events and lots more. Feedback on anything in this issue is welcomed and the best comments will be published in our letters page that we will introduce in the next edition. Future topics will include the oil and gas sector, opportunities and risk management and corruption and, as always, readers are invited to submit ideas for articles.

<sup>1</sup> [http://www.itdg.org/html/whats\\_new/is\\_small\\_beautiful\\_stigson.htm](http://www.itdg.org/html/whats_new/is_small_beautiful_stigson.htm)

## Engineers Against Poverty launches free advice service

Following on from our report last year into the application of information and communications technology (ICT) for development, EAP recently launched its Technical Support Service, which is accessible via our website. The service offers free email based advice, support and resources on topics related to the interface of engineering and construction companies and poverty, including the following areas

- Analysis and management of risk and opportunities
- Environmental and social impact assessment
- Multi-sector partnerships and partnership brokering
- Promotion of transparency and accountability
- Reporting and auditing social performance
- Sustainability and corporate responsibility programmes
- Tools and approaches to enhance social performance

The service is aimed at business, government and civil society actors and seeks to enhance the contribution of engineering and construction companies to the reduction of poverty by promoting a range of tools and approaches and by encouraging business to work in closer partnership with other sectors. As well as individual advice, EAP has developed an archive of relevant articles and web-based resources.

A range of similar email based advice services exist on the web to help organizations and individuals find appropriate solutions to technical and development problems across a range of sectors. EAP has gathered together its favourite sites in one gateway. It also hosts an email list and occasional meetings to share learning and news around the application of ICT and development with other UK based advice services, including Aid-workers Network, RedR and ITDG. For further information contact Ian Neal or consult [www.engineersagainstopoverty.org](http://www.engineersagainstopoverty.org)

# The Extractive Industries Review

After two and a half years and extensive consultations with civil society, industry, government and academia The Extractive Industry Review (EIR) group submitted its final report to the World Bank Group (WBG) in January 2004. The global review was commissioned to discuss and guide the World Bank Group's future role in the oil, gas and mining sectors. The report states that in a number of cases, the World Bank's support for oil and mining does not benefit local communities, protect human rights or the environment.

The report recommends that a 'shadow price' be included for social and environmental damages such as those caused by greenhouse gas emissions when assessing costs and benefits of projects. The report also calls on the World Bank Group to increase funding for renewable energy projects.

The Bank's President, James Wolfensohn has stated that the Bank wish further time to consider the report's findings and recommendations as well assess further the positions of all stakeholders before a management response can be issued. The EIR will be discussed by the WBG at a follow up meeting scheduled for June 21. Further information can be found at [www.eireview.org](http://www.eireview.org)

The basic question the EIR sets out to answer is: 'Can extractive industries (oil, gas and mining) projects be compatible with the WBG's goals of sustainable development and poverty reduction? As the executive summary concludes:<sup>2</sup>

Based on more than two years of consultations and research, the answer is yes, *the Extractive Industries Review believes that there is still a role for the World Bank Group in the oil, gas, and mining sectors – but only if its interventions allow extractive industries to contribute to poverty alleviation through sustainable development. And that can only happen when the right conditions are in place.*

The three main enabling conditions are:

- Pro-poor public and corporate governance, including proactive planning and management to maximize poverty alleviation through sustainable development
- Far more effective social and environmental policies
- Respect for human rights.

The report's title, 'Striking a Better Balance', hints at the complex issues and competing opinions of different interest groups that the review aimed to bring together. The extractive industries represent one of the largest sources of foreign direct investment and government revenue generation in many low income countries. Over the next 20-30 years trillions of dollars will be invested and trillions of dollars will flow into the public coffers of poor countries.

The case of Botswana,<sup>3</sup> whose economy has flourished since independence and the discovery of diamonds, shows the potential of mineral wealth to transform the lives of poor people when revenues are used wisely, responsibly and equitably. High rates of growth, insignificant international debt, high levels of investment in health, education and water and stable democracy are the direct legacy of diamonds. There are other examples of where the extractive industries have con-



tributed significantly to poverty reduction both nationally and locally.

These positive examples illustrate the potential for sustainable development fuelled by natural resources. Equally, however, there are many negative examples that illustrate the opposite: how natural resources can fuel political and corporate corruption on a staggering scale, undermine sustainable growth of the wider economy, fuel long term conflict, degrade the environment, undermine human rights and entrench extreme poverty and income disparity.<sup>4</sup>

Based on a series of negative examples taken from WBG funded projects, the link between exploitation of natural wealth and corruption, conflict and poverty has been termed the 'resource curse' by some campaigning organisations. Busi-

ness representatives challenge this link and suggest 'governance curse' is a more accurate description that explains how poor and corrupt governance of poor countries fuels abuse of natural resource wealth. However this position neglects how the poor governance of poor countries has often been triggered by the exploitation of natural resources and that in some cases international stakeholders such as multi-national companies and financial institutions have been willing partners in fuelling this.

The challenge for the review team was to gather the key lessons from experience and identify what is the most effective future role for the WBG in extractive industries (EI). How can WBG best work to ensure the lessons are learnt and that more countries follow the path of Botswana rather than Angola or Sierra Leone? Given the extent of past animosity and mistrust, is it possible to build trust and co-operation amongst stakeholders?

The EIR report and the associated position papers to be found on the EIR website<sup>5</sup> are essential reading for all those involved in corporate responsibility within engineering. Few areas of corporate responsibility are more wide ranging or contentious than the activities of multi-national mining and oil companies. Interestingly the review achieved a high degree of agreement on some of the key issues facing the sector. These include:

- The industry's contribution to global warming
- The need to safeguard the natural environment from pollution
- The need to ensure local, regional and national economies benefit from exploitation of their natural resources
- The need to safeguard human rights, local livelihoods and cultural diversity
- The need to reduce corruption and conflict associated with oil and mining



- The need for greater accountability and transparency in decision making and financial transactions
- The sustainability of WBG models of economic development and globalisation
- The nature of relationships and asymmetric power structures amongst local, national and international stakeholders
- The balance between legislative and voluntary approaches
- The potential of multi-sector partnerships to deliver higher performance on poverty reduction

However the level of agreement over the nature of past problems and the need to improve the sector's contribution to poverty reduction has largely broken down when attempting to identify some of the solutions and specifically what role the WBG should play in the future. NGOs and business critics are largely supportive of the report's call for the WBG to withdraw from many EI projects by 2008, whilst business

voices argue strongly that this will be counter-productive.

It is argued by business that the WBG's involvement acts as a driver to push environmental, ethical and social standards forward and the withdrawal of WBG support would reduce these incentives and so undermine future progress. However given the market dominance of leading oil and mining companies, it can be argued that leading multi-national companies are sufficiently well placed to join together and push for higher global standards independent of the WBG without undermining their market position.

<sup>2</sup> [http://www.eireview.org/EIR/eirhome.nsf/\(DocLibrary\)/0CE5D11BE6EDFF7C85256DF000269C9D/\\$FILE/Exec%20Summary%2026%20Nov.pdf](http://www.eireview.org/EIR/eirhome.nsf/(DocLibrary)/0CE5D11BE6EDFF7C85256DF000269C9D/$FILE/Exec%20Summary%2026%20Nov.pdf)

<sup>3</sup> [http://www.eireview.org/eir/eirhome.nsf/\(DocLibrary\)/4B4040D0CB0361F685256D9E001965C2/\\$FILE/Republic%20of%20Botswana.doc](http://www.eireview.org/eir/eirhome.nsf/(DocLibrary)/4B4040D0CB0361F685256D9E001965C2/$FILE/Republic%20of%20Botswana.doc)

<sup>4</sup> Christian Aid report

<sup>5</sup> <http://www.eireview.org>

# The Myth of Corporate Social Responsibility

By Deborah Doane, Chair, Corporate Responsibility (CORE) Coalition

**According to a report by CAFOD, labour standards in the high tech computer sector are amongst the worst in the world. Systemic problems of unsafe working conditions, compulsory overtime, poor wages falling below a legal minimum, are just some of a catalogue of examples found in factories in Mexico, Thailand and China.**

In Brazil and Kenya, Christian Aid continues to report on extreme health and safety violations of tobacco farmers who supply to major companies like British American Tobacco, while in Nigeria, communities report ongoing problems with oil spills emanating from Shell's operations there.

Amnesty International is also in heated battles with Shell over the UN Norms for Business and Human rights.<sup>6</sup> Shell, considered to be a leader in CSR, is nonetheless trying to galvanise the business sector to destroy a four-year process to develop the UN Norms for Business and Human Rights. This is in spite of the fact that the norms merely articulate what's already codified in International Law.

Corporate Social Responsibility (CSR) has been the business-led response to the anti-globalisation movement, best articulated by Naomi Klein in her now infamous tome, 'No Logo'. Post Seattle,<sup>7</sup> CSR has become the PR tool of choice for top companies, making statements on everything from environ-

mental performance, to labour standards. Given all the CSR conferences, publications and consultants, one would easily think that companies are taking the issue of their responsibility rather more seriously than just a few years before.

The problem is that the hype, represented by glossy ads, reporting awards and landfills of 'best practice' studies, bear little resemblance to the reality. Across sectors, and across countries, case studies are emerging on an almost daily basis.

But have we really come so far in the last few years? Has business been revolutionised by CSR, or is it just a symbolic gesture to appease the anti-globalisation movement? In spite of the apparent rise of socially friendly capitalism, it would seem that 'business as usual' prevails.

## **Shareholders first, society last**

Companies like BP or British American Tobacco (BAT) are regularly part of a socially responsible investment portfolio, in spite of claims by NGOs that they are anything but.

Amnesty International has argued that a BP lead consortium deliberately made it difficult for the Turkish government to enforce its primary responsibility for human rights on the Baku – Tbilisi – Ceyhan pipeline project, while Christian Aid's report uncovers extreme health and safety violations of tobacco farmers in Brazil and Kenya who supply to BAT.

Some would argue that the critics of CSR are simply lacking in patience and need to wait for it to mature before it's dismissed altogether. That would be fine, if the very premise of CSR wasn't flawed at its foundation. CSR imposes a market discipline on social responsibility. Its proponents argue that the market will naturally reward good behaviour and penalise bad; whereas the intervention of government, on the other hand, increases costs and inhibits the ability of business to innovate.

This argument, however, is flawed for several reasons. For one, while consumers may be more and more concerned about ethical behaviour of business, with the exception of a few products, like Fair Trade, they have yet to respond en masse with their wallets. Research by MORI shows that although a large majority of consumers intend to act ethically, only 5% of consumers consistently do so in practice. Similarly, the UK Institute of Grocery Distributors has found that consumers are more interested in price, taste and sell-by date than ethics; while research from the US shows that ethical consumers are all but absent.

Second, the market doesn't make a habit of rewarding investments that don't pay off in the short-run. So the pharmaceutical industry is loathe to relax patents on high-performing drugs even if it would mean saving thousands of lives and would clearly be considered socially responsible.

Fifty or one hundred years ago, when many of the big multinationals

started, the aim was to provide an affordable product or service to people, and make a reasonable profit at the same time. It is doubtful that the founders of major multinationals ever set out on a path aiming to subsume other cultures, plough down forests, and exploit cheap labour half way around the world.

But the role of a company has, over the past century, taken on a life of its own, where its primary function is to return capital to the anonymous shareholder – not to serve the needs of society. In today's capital markets, companies need to grow; to find new markets in which to trade; and to keep their costs down through anything from ensuring 'affordable' labour to reducing tax liabilities. None of these are necessarily in the interests of wider stakeholders, and we shouldn't pretend otherwise.

CSR strategies, such as voluntary reporting on social and environmental impacts, have done little more than further the PR-driven game of the most astute companies, deluding investors and consumers into thinking they are contributing to sustainable development. And while they may be more sustainable vis-à-vis risk management, few companies are really tackling the big global problems of our time, from climate change to environmental degradation, to poverty and disease.

### Markets or Morals

CSR delusions are simply indicative of the failure of markets themselves. They work only in so far as they help to protect brand reputation. But there is a wide chasm between what's good for a brand, and what's good for society.

NGOs are often confronted by CSR companies for criticising their efforts. Either we're lacking the patience to let CSR work and we shouldn't be hitting out at the leaders; or it's the job of governments to regulate, business shouts. The problem is that it's business who is,

in part, to blame for contributing to the institutional vacuum in the first place, arguing that any regulatory intervention is simply "red tape". This attitude is evidenced by the decreasing share of corporate taxes paid over the last decade.

But corporate leaders should take heed: the history of large-scale social and environmental innovation by business has rarely emerged from market-only incentives. As recently as last December, until legally binding targets were placed on renewable energy, the finance sector argued that it couldn't provide investment in these technologies; so many projects floundered, currently threatening the ability of the government to reach key targets on renewable energy over the next decade. They were too expensive and there was no guaranteed long-term market, investors warned. In another example, only when European regulation imposed mandatory labelling for household appliances did energy-saving technology on refrigerators or cookers really take off. Sales in high-rated energy appliances now represent over 60% of the market.

For industries whose products may cause harm, it is only the threat of regulation that has a tendency to bring about change. Responses to the obesity crisis now emerging from the food and beverages sector are reminiscent of the defensive behaviour played by the tobacco industry in the past. In the end, only aggressive regulation has stemmed the growth of the tobacco industry in the western world. Sadly, we have yet to see any such moves in emerging economies, where tobacco is celebrating exponential growth. For obesity, we'll more than likely need stronger interventions by governments to reduce salt, sugar and fat in processed foods to tackle the impending crisis. In the meantime, the costs of obesity-related diseases can cost more than 30% of a developing country's entire health budget.

### The end is nigh

*The Economist* magazine recently called for the death of CSR, predictably arguing that business should only keep its eyes on making money, and nothing else. Yet while the death of CSR may be no bad thing, this is not for the reasons cited by the reactionary publication. It's because pretending to do good when markets don't allow you to do so is delivering false hope, and letting governments off the hook at the same time.

Business, it seems, wants to be 'socially responsible' on their own terms. And for those of us who have borne witness to the CSR phenomenon, this is more about being seen to be doing good, than anything more substantial. This is why the largest businesses are fighting the UN Norms which begin to clarify the expectations society has of business in the realm of human rights, even though the norms simply articulate what's already codified in international law. And this is why business will continue to resist any form of regulation that aims to protect our common assets and solve the seemingly insurmountable challenge of achieving real sustainable development.

CSR is no longer a useful paradigm. It not only masks poor business practice, it limits the ability of governments to implement laws that would hasten moves towards sustainable development. Far more ethical than CSR would be for us to have business leaders that are prepared to admit that they can't do it alone in a competitive environment, and that effective legislation, including both carrots and sticks, is needed to really solve the challenges facing the world today.

<sup>6</sup> Correct at time of writing, end March 2004. See: "Shell Leads International Business Campaign Against UN Human Rights Norms" <http://www.corporate-europe.org/norms>

<sup>7</sup> <http://news.bbc.co.uk/1/hi/world/americas/544786.stm>

## Campaigns and policy news

■ **Christian Aid** has recently released a report titled, '**Behind the Mask: The Real Face of Corporate Social Responsibility**'. The report is based on case studies from Shell, British American Tobacco and Coca Cola and states that over the past ten years companies have used the debate of corporate social responsibility to oppose regulation and convinced governments that 'business can put its own house in order'. The report concludes that the voluntary approach to improving corporate behaviour is insufficient and that international legally binding standards are now needed. Andrew Pendleton, Senior Policy Officer at Christian Aid says 'Governments must now adopt an international set of standards for the behaviour of companies. Rich countries like Britain have regulations that bind

companies to good ethical practice at home. So why should companies not be tied to similar standards when they are working in poor countries? Instead of talking about more voluntary CSR in Davos, governments including Britain's should be discussing how new laws can raise standards of corporate behaviour'. More information can be found at [www.christian-aid.org.uk](http://www.christian-aid.org.uk)

■ **Global Witness** released a hard hitting report, **Time for Transparency**, on the need for revenue transparency in the oil sector. Building on its widely recognised work on 'blood diamonds' and the Kimberley process, Global Witness has turned its attention to oil and is joining the growing calls from government, business and NGOs to break the connections between oil and

increased corruption, conflict and poverty. The report can be found at [www.globalwitness.org/reports/show.php/en.00049.html](http://www.globalwitness.org/reports/show.php/en.00049.html).

■ A recent report published by the **United Nations Research Institute for Social Development** (UNRISD) explores whether UN-business partnerships promote development. It suggests that there are various grounds for concluding that close relations between the UN and business will do little to promote development. The report recommends a thorough evaluation of UN-business partnerships and concludes by presenting a different approach to partnerships. The full report can be accessed at [www.unrisd.org](http://www.unrisd.org)

## Website and publications review

■ **The UN Commission on the Private Sector and Development**, a panel of eminent leaders co-chaired by Canada's Prime Minister, Paul Martin and former Mexican President Ernesto Zedillo, launched its report titled '**Unleashing Entrepreneurship: Making Business Work for the Poor**'. The report seeks to answer two questions: how can the potential of entrepreneur-

ship be unleashed in developing countries and how can the existing private sector be engaged in meeting that challenge. The report can be found at [www.unglobalcompact.org](http://www.unglobalcompact.org)

■ An **ILO** report entitled '**A Fair Globalisation: Creating Opportunities for All**' has called for a forum to be set up by international organisations to

achieve a fairer form of globalisation. Further information can be found at [www.ilo.org](http://www.ilo.org)

■ A useful resource website bringing together diverse articles and current thinking on corporate responsibility issues is hosted by **Eldis** and can be found at [www.eldis.org/csr/index.htm](http://www.eldis.org/csr/index.htm)

## Conferences, training and events

■ 28–29 June, University of Nottingham, UK is hosting a conference entitled **Corporate Social Responsibility and Environmental Management Conference 2004**. Organised by ERP Environment, the conference provides a forum for the dissemination of research findings, best practice and case studies associated with the development of Corporate Social Responsibility in business including the implementation of Corporate Environmental Management tools. Further information can be obtained by contacting [elaine@erpenv.demon.co.uk](mailto:elaine@erpenv.demon.co.uk)

■ September 30–October 2, **Sustainable Resources 2004: An International Forum Connecting People with Hands-on Solutions to World Poverty**, Boulder, Colorado. Further details: [www.sustainableresources.org](http://www.sustainableresources.org)

■ The UN Global Compact in conjunction with the European Foundation for Management Development (EFMD) announced a unique partnership to address the question of how best to develop a new generation of globally responsible business leaders. The '**Global Responsibility Initiative**' in-

vites Global Compact participants and EFMD members to participate in 12 months hands-on learning, forming effective alignments and establishing pace-setting practices for business schools and companies. "This initiative will offer schools enhanced interaction with leading companies. Companies who recognise that in an interconnected world successful stewardship requires rethinking the role of business in society", said Georg Kell, Executive Head of the Global Compact. "The professional environment of dedicated business schools will offer a safe learning

environment for business representatives to elaborate on and identify viable options that add value to their companies." Further information can be found at [www.unglobalcompact.org](http://www.unglobalcompact.org)

■ The UN Global Compact Office, in partnership with UN Agencies has developed 'The Global Compact Resource Package' to aid the understanding and implementation of the Global Compact and its principles.

The interactive CD-ROM is a tool to help organizations integrate the Global Compact's principles into their daily operations. It covers the three main areas of the Compact – human rights, labour, and the environment – and includes several sections, including presentations and case studies. The Resource Package was developed by the International Labour Organisation and the United Nations Environment Programme at the request of the

Global Compact Office. The Global Compact's three other "core" agencies also provided input and assistance: the Office of the High Commissioner for Human Rights, the United Nations Industrial Development Organization, and the United Nations Development Programme. The CD-ROM is available for both PC and Mac by sending an email to [globalcompact@un.org](mailto:globalcompact@un.org).

## Organisation profiles

■ **Sustainable Project Management** is an independent, not-for-profit Swiss association, registered in Geneva in 1994, with offices in Geneva and represented in the USA, France, New Zealand, Australia, Indonesia, Philippines and Samoa. SPM was established under the auspices of the Business Council for Sustainable Development to provide a business perspective on sustainable development for the 1992 Rio UN Conference on Environment and Development. SPM develops and structures "eco-efficient" business projects that contribute to sustainable development in the \$5–50 million investment range, including:

- Energy – Environment Service Companies for Industry

- Operating Companies for Urban or Industrial Energy Management
- Operating Companies for Urban Water Management
- Operating Companies for Urban Waste Management
- Capacity Building Centres for Environmental Management

Further information can be found at [www.spminternational.com](http://www.spminternational.com)

■ **The International Business Leaders Forum** (IBLF) an international educational charity set up in 1990 to promote responsible business practices internationally that benefit business and society, and which help to achieve social, economic and environmentally

sustainable development, particularly in new and emerging market economies.

The IBLF:

- Encourages continuous improvement in responsible business practices in all aspects of company operations
- Develops geographic or issue-based partnerships to take effective action on social, economic and environmental issues
- Helps to create an 'enabling environment' to provide the conditions for these practices and partnerships to flourish.

Further information about IBLF can be found at [www.iblf.org](http://www.iblf.org)

## EAP people

■ We are pleased to welcome **Carol Ann Sital-Singh, Finance and Administration Officer**. Carol Ann joined EAP in February 2004. She holds a BSc Hons (First Class) in Mathematics and Education and the Chartered Institute of Management Accountants Stage 1. Prior to joining EAP, Carol Ann worked for a management training company as their finance manager and company secretary. Carol Ann also has 10 years experience of work within the charitable sector with responsibility for a wide range of duties including financial management, policy and record keeping.

We are also pleased to welcome as two new trustees to our board. **Dato' Ir Lee Yee Cheong**, Co-Chair of the Millennium Project Task Force on Science, Technology and Innovation and current President of the World

Federation of Engineering Organizations WFEO and **Ian Smith**, a solicitor with Lovells, the international law firm, specializing in engineering contract law. Fuller profiles are available on our website

### Programme Officer vacancy

EAP is currently recruiting a programme officer and **part-time programme assistant**. Details available on our website.

## EAP supporters

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Department for International Development  
The Institution of Civil Engineers  
The Institution of Mechanical Engineers

## ENGINEERS AGAINST POVERTY

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