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From the Director

Interim AMEC report highlights contractors' role in reducing poverty

This edition of the Spark coincides with the release of an interim report by Engineers Against Poverty and the Overseas Development Institute 'Learning from AMEC's Oil and Gas Asset Support Operations in the Asia-Pacific Region, with case-study on the Shell Malampaya Gas-to-Power Project' which is available on our website: www.engineersagainstopoverty.org.

The report identifies a series of recommendations to contractors working in the oil and gas industry, to enhance their social performance and create business development opportunities. In this edition, Ian Neal, EAP Programme Officer, draws on the report to show how contractors can use domestic supply chains to combine improvements in cost efficiency with improved social performance.

Maximising local content (i.e. the portion of project expenditure channelled through local businesses) is one of the main ways contractors can contribute to poverty reduction and help secure their social license to operate (SLO) in low and middle income countries. In this issue, EAP looks at how BP is meeting the complex social issues in the Tangguh oil and gas project in West Papua, Indonesia. BP's experience suggests that building a strong SLO amongst local stakeholders is an effective way for oil companies to manage their security risks. The close proximity of contractors to

project affected communities means that they are well placed to help build, not just their own, but their clients SLO also.

BP's approach in Tangguh, based on the principles of partnership and community participation, draws on the work of international development agencies. EAP spoke to Paul Harvey of the Humanitarian Policy Group at the Overseas Development Institute (www.odihpn.org), to see if there are other lessons for business, from the experience of humanitarian agencies working in conflict prone regions. In the interview, Paul tells Ian Neal why building acceptance amongst local stakeholders is such a vital ingredient.

We wrap up this edition with feedback on the last edition of Spark, news of our recent conference on Corporate Social Responsibility and developments around the Extractive Industries Review. As always, we welcome your comments on this edition and invite you to submit ideas for future editions.

International contractor support boosts enterprise development in the Philippines

EAP's collaboration with AMEC plc moved into a new phase recently with the publication of an authoritative report on the SE Asian oil and gas sector. The report looks at AMEC's oil and gas asset support operations in South East Asia and identifies ways to enhance the social performance of contractors working in the sector. This article explores how supply chains can be used to meet social performance objectives. AMEC's operations in the Philippines are used to illustrate how indigenisation of the supply chain can create work for local sub-contractors, secure cost efficiencies for the main contractor, enhance the brand and reputation of the client and benefit the wider society.

Supply chains are a key mechanism through which investments in the extractive industries can deliver sustainable social and economic benefits to the host economy. Shell for example, estimate an annual global spend of \$25 billion on locally-owned (i.e. national) contractors, sub-contractors and suppliers, compared to just \$0.1 billion on community investment. Similarly, in the financial year 2003/4, expenditure by BP on contractors and suppliers totalled \$33.8 billion compared with \$0.07 on community investment, a ratio of 500:1. The importance of investments through the supply chain, therefore, should not be underestimated.

AMEC support to Compass, catering sub-contractor

The US \$4 billion Malampaya gas to power project is the largest single industrial investment in the history of the Philippines. It comprises an offshore gas production platform from where the gas is transported via a 504 kilometre subsea pipeline to an onshore gas plant, before delivery to power plants. Shell, together with its joint venture partners, are responsible for the development and operation of the upstream component. AMEC is contracted by Shell for the \$150 million Malampaya Primary Healthcare Contract (PHC) maintenance and asset support.

One of the largest sub-contractor firms providing services to the Malampaya PHC is Compass, a catering and hospitality company affiliated to the Compass Group, the largest food service company in the world. Compass is responsible for delivering high quality foodstuffs to the offshore platform as well as managing the on-shore rest and recreation facility for rig workers. The high monetary value of the PHC foodservice contract (approximately US \$1 million) combined with the high commercial risk associated with delivering quality foodstuffs to the off-shore platform, means the activities are considered 'high value & high risk' and as such, are monitored closely.

In 2002-2003 AMEC's monitoring systems and Company audit identified a gap between existing Company performance and the international quality standards required. This gap was in part explained by the nature of Compass' growth in the Philippines. Rather than growing organically as the Company's business grew, Compass' market share of the catering and hospitality industry increased through the acquisition of other local companies. As a result, Compass' policies, systems and procedures to safeguard quality were not mainstreamed through all parts of the rapidly expanding business.

Working in partnership with Com-

pass' management team, AMEC developed a remedial action plan designed to systematically improve performance as well as develop systems for continuous improvement. The steps detailed in the action plan closely mirrored the minimum standards for Health, Safety, Environment & Quality (HSEQ), determined by Shell in other projects. With dedicated support from AMEC staff, what they term a 'sub-contractor focal point', Compass steadily worked through the HSEQ management checklists and in a one-year period moved from an 'on paper' commitment to HSEQ, to a more embedded understanding of HSEQ and its application across the Company's activities. To augment Compass' progress in mainstreaming international standards for HSEQ, AMEC also assisted in the Company's development of an HSEQ manual, drawing heavily on their knowledge and experience of best practice in this area.

According to the Compass Vice President, Anil Maker, the AMEC – Compass PHC contract has not only been financially significant for the Company (representing over 50% of its total business in the Philippines), but it has also delivered important longer-term benefits for the Company. Through the capacity building support provided by AMEC, Compass has been able to enhance performance in all areas of operation and improve company efficiency. The growth in the Company's professionalism combined with enhanced business credibility generated through Compass' long-term partnership with a leading engineering firm, has helped the Company to successfully bid for foodservice contracts with other international and Philippine companies, including the provision of remote catering services to a leading mining company as

well as specialised catering to a network of Philippine hospitals.

This example shows how major contractors like AMEC are well positioned to contribute both (1) to their clients' social performance and local content requirements and (2) poverty reduction within the region of their operations by developing the capacity of local small and medium enterprises (SMEs). Even here there may well be scope for further gains. Either working alone or in partnership with government or non-government business support agencies, the contractor could work with its sub-contractors to further exploit their new competencies; for example, helping sub-contractors to draw on their new professionalism and rigor in managing health, safety and environmental quality systems to gain international certification such as ISO9000 and 14000 standards.

A global trend and one evident in the SE Asia region, is for transactions between the state and oil or gas development companies to incorporate more stringent 'local content' requirements. Local content refers to investments channelled through national and local suppliers. In preparing bids for socially responsible private sector clients, there are opportunities for AMEC and other contractors to repackage their exist-

'Contractors who are aware of the potential linkages between national and local government poverty reduction priorities and the core business of their clients, can position themselves to contribute to the new strategic alliances emerging between oil companies and governments.'

ing capabilities in sub-contractor support to demonstrate how they help meet the local content and other social performance objectives of their prospective clients.



Gas processing plant, Malampaya Project, Philippines

There is also demand amongst local and national governments, civil society and the international donor community to see the benefits of oil and gas led investment to deliver benefits to the wider economy and to develop the capacity of SMEs. For the principal contractors, many of these areas of economic impact are not so much new territory, but simply activities not previously perceived as containing a business-case in relation to delivering the social performance objectives of the client.

Contractors who are aware of the potential linkages between national and local government poverty reduction priorities and the core business of their clients, can position themselves to contribute to the new strategic alliances emerging between oil companies and governments. EAP's new report effectively demonstrates how this can produce business development opportunities for contractors and an enhanced social impact on the host society.

EAP hosts London conference

EAP recently hosted its first major conference since launching its current programme approach. Entitled Corporate Social Responsibility as a Strategy for Poverty Reduction – Fact or Fiction?, the conference was held at the Institution of Mechanical Engineers on 13 October. The event brought together more than 120 people from government, engineering business and NGOs to explore Corporate Social Responsibility and its contribution to global poverty reduction. Speakers included Gareth Thomas MP, Under Secretary of State at the Department for International Development; Sir Mark Moody-Stuart, Chairman Anglo American plc; Martin Kalungu-Banda, Senior Policy Officer Oxfam and Petter Matthews, Director Engineers Against Poverty. Tony Marjoram of UNESCO also introduced a screening of the video 'Small is Working – Technology for Poverty Reduction'. The conference was endorsed by UNESCO and coincided with the UN's International Day for the Eradication of Poverty. A report of the proceedings will be published that, together with audio highlights, will be placed on our website.

Breaking the oil curse: community based security in West Papua, Indonesia

The World Bank's Extractive Industries Review (EIR)¹ (see Spark issue 3: June 2004) and recent reports by Christian Aid and Global Witness² show how in some low income, resource rich countries, extractive industry operations, poor governance and corruption have combined to fuel vicious cycles of poverty, social grievance, civil unrest and entrenched conflict. This pattern has been termed the 'resource curse'. The problems stem from a complex interaction of many factors which have only recently – and partly because of the EIR – become better understood. Whilst each conflict has its own history and unique interplay of factors, the resource curse is undeniably one of the greatest challenges facing extractive companies operating in conflict prone regions.

Some companies argue that the sole responsibility of business is to observe its own policies and operate within the laws of the host country. They should not, it is claimed, be involved in issues of security or revenue transparency of a sovereign foreign government. The extractive companies need good relations with the host government. This is driven in part by the need to safeguard existing operating licenses and to win future extensions. As a consequence, individual companies are cautious of speaking out in the face of corruption or human rights abuse. However Shell's experience in the Niger Delta in 1995 has seen a shift in attitudes amongst extractive majors.

Whilst the debate over where the lines of responsibility between government, business and civil society is a valid one and there are no standard solutions, it is now widely recognised (as demonstrated by industry submissions to the EIR) that extractive companies have responsibilities to a wide range of stakeholders. In order to safeguard their operations and reputation, companies recognise they need to work with a broad range of stake-

holders to manage security and revenue issues.

This article looks at BP's work in Indonesia, which has similarities with Nigeria. Both countries are creations of imperial powers with diverse populations that at times seem only loosely held together under one nation. Both have histories of state corruption and military governments and have only recently returned to democracy. In Indonesia, oil and mineral wealth has fuelled grievances, insecurity and conflict in several districts including Aceh, Riau and West Papua. A BP led consortium is now in the early stages of developing oil and gas fields in Tangguh, West Papua. Acutely aware of the dangers of the resource curse, BP is seeking to adopt a very different approach to managing security issues. They are developing community based policing methods and linking security issues to a strong social license to operate.

1 <http://www.eireview.org>

2 <http://www.globalwitness.org/reports/show.php/en.00049.html>

The Tangguh LNG project

The Tangguh Project is currently in the consultation phase. Tangguh represents the largest investment in Indonesia since the economic crisis of 1998 and over its 30 year life could deliver up to US\$8.7 billion to the central government of Indonesia and to the Papuan Government US\$3.6 billion and so represents a significant capital investment and development opportunity for the region.

Seeking to avoid the security problems and local opposition that surrounds the huge Grasberg mine on West Papua, BP is attempting to establish its program with the approval of the local communities and international NGOs and is working with them to assess and manage the security risks. It has established the Tangguh Independent Advisory Panel (TIAP)³ to consult host communities, Indonesian government officials and non-governmental organisations (NGOs) in London and Indonesia. The panel has considered a wide range of business, social, ethical, political, environmental and security issues including

- Revenue transparency and distribution
- Aligning business activities with Indonesian and West Papuan development strategies
- Resettlement, compensation and safeguarding the natural resource base and livelihoods of host communities
- Developing local capacity to respond to business oppor-

3 <http://www.bp.com/sectiongenericarticle.do?categoryId=2012799&contentId=2018908>

- tunities arising from the project and maximising local content
- Developing municipal and West Papuan government capacity to manage increased revenue and development opportunities
- Management of inward migration and issues such as HIV that relate to employment of migratory workers
- Development of local and national supply chains.

Two conclusions can be drawn from the work of TIAP. Firstly, corporate social responsibility and particularly building a strong SLO are not peripheral issues, but part of core business strategy. And secondly, as the TIAP report concludes, security at Tangguh will be “the most difficult and sensitive issue for BP”. “Distrust and fear of the military are present in Papua. It’s caused by the experience of Freeport, where many Papuans were treated inhumanely. NGOs are worried that a big project like this will be accompanied by a big military presence,” said Papuan Reverend Herman Saud, one of the advisors on the BP Tangguh panel.

TIAP stress that almost everyone they spoke to was overwhelmingly in favour of the project. “The concern is more about how the project will be handled,” said George Mitchell, who chairs TIAP. The panel supported BP’s idea of developing community-based security. This involves enlisting Papuans for basic perimeter security of the project and using police only for major internal disturbances and the army only for the most serious threats.

Although “many believe this concept (of community-based security) is unrealistic and that the (Indonesian army) will insist on protecting this vital national asset at close range”, BP has pledged to “engage in high level consultations” to try to sort out security issues and that it would resist demands by the army or the police for direct funding. BP has also been advised “not to assume the roles of a local government, or to be perceived as such, as it is claimed, Freeport has done (at its West Papua mine) in Timika.”

BP has said it intends to deal with

growing local expectations whilst not usurping the role of local government. It will direct limited investment towards local education and health development projects, whilst working with donor agencies such as the United Nations Development Programme to build up more robust local governance capacity.

BP also draws attention to the need for social issues to be managed in ways that are participatory and sustainable. It claims that ‘throughout, our strategy is founded on the five key principles of consultation, empowerment, participation, partnership and sustainability, transparency and human rights’. Openness, honesty and good communication are stressed in the report in order to establish and maintain good community relationships.

The approach borrows heavily from the practices of leading international development charities. Whilst there is growing consensus within international development of

the value of empowerment, participation, partnership, sustainability, transparency and human rights, it is also acknowledged that the real challenge in development work is the implementation and making the rhetoric of sustainable development a reality. Similarly critics of corporate social responsibility point to the gap that often exists between company rhetoric and reality on the ground. So whilst noting that the real test for BP lies ahead, it is encouraging that major companies like BP are adopting the best principles of international development, seeking to work with leading development agencies such as DFID, USAID and UNDP and view their social impacts holistically and as integral to their core business. As such, there is much in BP’s approach to managing the risks and opportunities that surround the Tangguh project that is to be commended.

Recent Developments

Indonesian Military to stop guarding vital projects

Indonesian troops will no longer guard mines, oil and gas installations and other industrial operations considered “vital projects” if a presidential decree is passed as planned. In June, President Megawati approved a proposal to transfer authority for security to the operating companies within one year. Sixty six installations are currently categorised as vital projects, half of them in the energy sector, including mines and oil or gas installations...TNI were seriously embarrassed last year when US-based mining

company Freeport was forced by a shareholder group to reveal that from 2001-2002 it had handed over more than US \$10 million in payments to the military. Guarding vital projects – whether the companies concerned want it or not – has been a lucrative source of extra-budgetary income for the security forces, along with legal and illegal businesses.

(Source: *Jakarta Post* 25/Jun/04.)

Security management lessons from the humanitarian sector

Conflict prevention is the most important operational challenge facing the extractive industry when operating in low income, resource rich countries. Improved social performance, increasingly achieved through local partnerships with government, civil society and contractors is often the key to conflict prevention. In short, the business case for investing in improved social performance is strongest where the risk of conflict most threatens operations. (Table 1 summarises these linkages.) Engineering contractors are ideally placed to help their clients in this sector meet this challenge and in so doing protect their own reputation and security. In seeking to learn how to enhance their social performance and prevent conflict, business and the humanitarian and development sectors have many common lessons.

Ian Neal (IN) recently met with **Paul Harvey (PH)** of the Humanitarian Policy Group (HPG) of the Overseas Development Institute, to discuss what some of these common lessons are and examine how leading humanitarian agencies operate in insecure environments

IN: How do humanitarian agencies' approach security management?

PH: It is something which has evolved hugely in the last 10 to 20 years. Agencies have thought hard about how they could operate more securely in places like Rwanda, Congo and Somalia. In security management 3 different strategies are commonly discussed: deterrence, protection and acceptance: deterrence being the use of armed guards; protection being walls, barbed wire and generally protecting oneself and acceptance being local acceptance to your presence. Acceptance builds security because the local community or authorities or warring groups recognise your reasons for being there

Aid agencies rarely use deterrence because they are not armed and see clear dangers of using armed guards. It is generally a combination of protection and accept-

Table 1: Business, development and security linkages surrounding extractive industry operations in low-income regions

- (1) A strong social license (or acceptance) is essential to the security of both a company's staff and assets and the project affected communities
- (2) Insecurity is one of the most significant risks to oil and mining operations and the general business environment in low income countries
- (3) Security and conflict prevention are essential bedrocks for sustainable, equitable development.
- (4) Business needs to look at the totality of their operations and both positive and negative impacts upon the full range of stakeholder groups in order to understand what affects their social license.

ance, and they increasingly stress the importance of acceptance. Agencies actively try to create acceptance through the way they work and interact with local stakeholders and are sensitive to how they are perceived.

IN: How do agencies try to build acceptance?

PH: How an agency works is important. If an organisation were to cocoon itself behind a gated com-

pound and have minimal interaction with local communities, there is a danger that this will alienate them from the local population and cuts them off from local sources of information. I believe cultivating relations with local people provides an additional layer of security. If staff act insensitively or if activities are implemented insensitively or without the participation of local people and groups, this will damage relations and prevent acceptance. This is one reason why the leading agencies put so much emphasis in thorough assessment of needs and the participation of local people in decision making.

IN: And why do aid agencies so value their neutrality, independence and acceptance?

PH: Well if we look at the training given by the International Red Cross, they advise not to take sides in a conflict and not to engage in controversies. This is an operational principle based on impartiality and neutrality. Impartiality is the principle of delivering assistance solely on the basis of need and neutrality is the mechanism whereby this can be achieved in a conflict situation. Acceptance is the basis upon which unarmed humanitarian agencies can deliver assistance in the middle of a war whereby your presence and reason for being there is accepted by both sides of the conflict. That you will not favour one side ahead of another is the operational meaning of neutrality.

There is often a misunderstanding around what the term means. It does not mean that you are not political, although it does mean at times that you do not speak out since this may be the basis upon which your agency is accepted by the military. By taking this approach

it means that agencies are able to work on both sides. In Darfur for example agencies are able to operate in rebel controlled areas but also in areas where the Government of Sudan works.

However it must be understood that this has its limitations. If a military group does not accept your presence and are unlikely to accept your presence no matter how nice you are then you are going to try something else and move back to some kind of protection or deterrence strategy. This probably applies to the Taliban in Afghanistan. It needs to be recognised that acceptance is potentially a very powerful strategy that can work in all kinds of situations but it has its limits.

IN: Do you feel there are any lessons for business from how aid agencies approach security management?

PH: I would start by saying that just because you are trying to be of assistance, aid agencies cannot automatically assume that they are

accepted. The same applies to business. You have to actively access whether you are accepted and you have to actively invest in building acceptance for what you are doing. And that involves far more than just looking at what you do but also how you do it. In the case of private companies, acceptance might be seen by some as just doing a few community development projects and then local people will like us. But you need to look at the totality of what you are doing and how you are doing it and understand how that affects how people think about you.

To go back to the aid agency example, the fact that you are driving around in fancy cars and living in fancy houses and the way you present yourself and are seen by local society, can be equally important as the work you are doing. You can be doing great work but still antagonise local people. Things can also have symbolic significance. The walls and barbed wire can place a symbolic distance between you and the local

people. So there may be occasions when you have to use them, but to be aware of the impression your actions are given is important.

The other point I would make is the need for transparency and the need to keep explaining what you are doing. You may have a very good understanding of what you are doing and how you are trying to do it, but lots of people won't, especially in areas of poverty where there is a lot of movement of people and where illiteracy is high. The more people understand what you are doing the more they will accept you and the more this will help your security. But you need to actively seek out ways to explain your activities in as many different ways as you can.

IN: Thank you, Paul, for sharing these thoughts.

Reference: **Good Practice Review 8:** Operational Security Management in Violent Environments, Koenraad Van Brabant, August 2000, HPN, ODI publications

Letters

CSR – Myth or Reality

Deborah Doane's article on CSR was a timely kick against complacency. I very much share her scepticism about the sincerity of many companies' proclaimed CSR policies and intentions. However I do not share her view about the remedies.

To take a legalistic path of compulsion on companies is itself fraught with difficulties. How would such laws be framed and codified? Who would enforce them? What guarantees are there that the Government's of this world would agree to such legal frameworks? The reality is that most company abuses take place in developing countries where adherence to the rule of law is patchy to say the least.

So if voluntary codes are not

the answer and legal enforcement is but a dream then what else can be done? At a recent conference on CSR held by Water UK and aimed at the UK's water companies I made the hardly novel but true observation that actions speak louder than words. Moreover companies that want to take CSR seriously have to take a comprehensive and consistent approach to CSR. It's no good just introducing CSR policies into the core of a company and leaving the subsidiaries and partnerships out of the equation, That's just cherry picking!

However my main message was that CSR policies and programmes have to be developed following a cross-sectoral partnership approach. Companies should seek

stakeholder partners that are drawn from the hinterland that is impacted by the companies' activities. These should include trade unions, environmentalists, consumer groups, communities, governments (both national and local/regional), and other civil society groups that have some kind of interest in the companies' activities. This process isn't necessarily clean – it's often messy and downright tough. But if companies are serious about CSR then they have to get their hands dirty and be prepared to change their behaviour and practices. Like I said its actions not words that matter.

Steve Bloomfield
UNISON
Head of Utility Services

Campaigns and news

■ AEE Survey Finds Energy Experts Want Global Warming Addressed by US Congress

Atlanta, GA

According to Albert Thumann, PE, CEM, executive director of the Association of Energy Engineers (AEE), "The 9000 energy engineers and managers who are members of AEE indicated in a recent survey that Congress needs to enact a Comprehensive Balanced National Energy Plan. This nation needs direction and requires a National Energy Plan which minimises the risk of global warming, enhances energy security, and promotes energy efficiency and renewable energy technologies."

http://www.energyusernews.com/CDA/ArticleInformation/news/news_item/0,2588,129843,00.html

■ The first **climate change lawsuit** against corporations, aimed at the top five US carbon dioxide emitters in the utility industry.

<http://www.ethicalcorp.com/content.asp?ContentID=2533>

■ Technology Already Exists to Stabilize Climate, Say Experts

GreenBiz.com, 13 August 2004 – Existing technologies could stop the escalation of global warming for 50 years and work on implementing them can

begin immediately, according to an analysis by Princeton University scientists. The scientists identified 15 technologies – from wind, solar and nuclear energy to conservation techniques – that are ripe for large-scale use and showed that each could solve a significant portion of the problem.

<http://www.wbcds.org/plugins/DocSearch/details.asp?type=DocDet&DocId=6867>

■ Oil revenue disclosure:

The Shell Petroleum Development Company of Nigeria said it paid \$1.8 billion in tax and royalties to the Nigerian government in 2003. The disclosure follows Nigeria's recent commitment to transparency on extractive-industry revenue, amid pressure by campaign groups for more openness on such income.

<http://www.ethicalcorp.com/content.asp?ContentID=2538>

■ World Bank oil investments to continue

World Bank Group Board Agrees Way Forward on Extractive Industries Review (August 3)

<http://www.worldbank.org/ogmc/>

■ Joint Civil Society Analysis of World Bank Management Response

<http://eireview.info/>

Conferences and events

■ RedR / IHE

Annual General Meeting,
Thursday 25 November 2004,
London:

AGM, exhibition and social event at the Institution of Mechanical Engineers, www.redr.org

■ Ethical Corporation,
**Business / NGO Engagement:
How to Create Win-Win Outcomes**,
February 22-23 2005

London.

www.ethicalcorp.com/engagement/

■ Non financial reporting 2004:
**Harnessing the benefits
conference**,

London, Nov 23-24

Details at www.ethicalcorporation.com/reporting/

■ **Corporate Social
Responsibility 2005**

Chatham House, London,

March 17-18 2005

Details at www.riia.org (conferences)

EAP people

■ EAP are pleased to welcome **Camilla Herd**, who joins EAP as a Programme Officer. Camilla has experience of working on corporate responsibility and sustainable development issues. Before joining EAP, Camilla worked in ethical investment at Core-DNV (CoreRatings Ltd.) carrying out corporate responsibility research and analysis on listed companies for the global financial investment sector. With a focus on the energy, utilities, transport and extractives sectors, Camilla has rated non-financial corporate risk, management and reporting systems and supported opportunities and best practice. A pioneering component of her work is defining the materiality of risks and opportunities for corporate brand, reputations, intangible value, and competitive advantage along with risk of regulatory controls and liabilities. Camilla also facilitated and monitored consultation between client and companies on

corporate risk, management systems and solutions.

Camilla is also familiar with the UN Millennium Development Goals. She has managed monitoring/auditing frameworks to encourage and disclose progress of sustainable programs, has helped develop sustainable development project strategies on natural resource and governance programs for DFID in Nigeria, WWF in East Africa and trade policy developments in Latin America. Camilla is multi-lingual and speaks English, Danish, and Swahili.

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