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东非矿业发展经验：负责任矿业发展可作为商业发展策略

Responsible Mining as a Business Strategy – Lessons from East Africa





世界自然基金会是全球最大、经验最丰富的独立保护组织之一，致力于推动可持续发展。世界自然基金会在全球100多个国家设有办公室，并有5百多万的支持者。

该书由阮杉达和黄泓翔共同完成，张贤双负责相关研究工作。克里斯汀·谭姆在吕维菊的协助下完成了该书的编辑工作。阮杉达、黄泓翔和张贤双供职于中南屋机构，一家帮助中国企业在东非实现社会责任性和可持续性投资的社会型企业。谭姆就职于世界自然基金会非洲办公室，负责可持续性投资工作。

该书作者对所有提供帮助其他公司更好地完成负责任投资建议的中国公司经理们和非洲当地官员们表示感谢。

坦桑尼亚世界自然基金会位于坦桑尼亚达雷斯萨达姆，将于2016年12月出版该书。对该书任何形式的复制都必须提及该书名称，并承认上述出版商为版权所有人。

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执行摘要

“我们还没有开始挣钱，哪有资本和时间做公益。”当企业被问到企业社会责任的相关问题时，例如重视当地劳工的平等待遇，采取环境保护的举措，和当地社区建立和谐关系，许多企业会认为这是一种公益或者慈善行为，是赚到钱之后再去做的事情。在企业投资前期，企业的盈利与生存发展是第一考虑要素，而可持续战略意味着需要增加一定的前期投入，所以企业在发展前期不愿意多考虑该问题也是可以理解的。但是事实上，采取可持续措施可以给企业带来很强的经济效益。

2015年，中国五矿化工进出口商会发布了海外矿业投资社会责任指南。该指南综合了当地的情况、非洲数国十几家民营与国营中资矿业公司的实地走访调研、及对众多国际矿业专家的深度访谈完成，希望在劳工、社区关系、环境保护等方面为在非洲的中资矿业投资公司提供切实可行的建议。

关键在于，企业单方面没有能力贯彻这些政策和措施。当地政府、当地或国际商会、非政府组织、当地社区等利益相关方的支持将有助于企业落实这些措施。同时我们也认识到，落实这些措施的主要责任在于当地政府，他们需要通过加强立法来保证其人民的社会行为。

我们希望这份报告能够帮助广大走出去的中资企业了解到该如何正确处理企业社会责任方面的问题，这有助于他们提高生产力、融入社区、获得政治支持、并获得更多的金融发展前景，从而获得企业的长期可持续盈利。

“虽然我们高层领导还没有认识到社会责任的重要性，这边中国企业也做的比较少。但我觉得要未雨绸缪，提前把这些都列入规划，要有这个意识。”

-商务经理，国营企业，坦赞尼亚

背景

在东非投资的挑战：

中国企业在非洲的遭遇不尽相同，主要是因为几大原因：投资的规模与类型、经营时间长短、管理层的背景、政府支持的力度和企业的所有权架构（民营或者国营）。在一些特定国家的经营也会遇到一些特定的挑战。尽管不同的企业之间存在一些差异，但是，坦桑尼亚和赞比亚的矿业企业的主要挑战有：

经济方面：这些企业的主要顾虑都是经济层面的：高昂的生产资料价格（劳工，材料，运输，能源），高税收，和矿物国际价格的浮动。一些企业也担心是否能获得足够数量与质量好的原材料，如果原材料短缺，这些企业只能被迫停工。

劳工关系：对于处在探矿和开矿阶段的企业，如何管理当地劳工是一个普遍的问题。对于肯尼亚、赞比亚、坦桑尼亚的企业来说，寻找可靠、能干、勤劳的当地工人是一大挑战。几乎所有进入规模生产阶段的企业都会面临员工偷窃的问题。工人的合法或者非法罢工是生产经营的一个常见困扰。赞比亚工会的组织力和影响力远远高于中国。

法律：了解东非国家的法律体系是外企一个重要的挑战。法律本身比较复杂、不够清晰、带有一定主观性、且比较偏袒本地人。寻找可信赖、且能够处理这些问题的当地律师常常比较困难。

环境：许多矿业项目都处在生态环境脆弱的地区。有一些企业反映与当地政府环境保护部门沟通困难。当地的社区、民间组织和政府官员非常重视环境保护问题，并会以此为理由调查甚至阻碍一些企业与项目的运营。

社区关系：绝大部分的矿业项目需要周边社区一定程度的配合与支持。尽管企业有做一些支持社区发展的项目，但是很多情况下，社区成员曾经抗议或者阻拦企业经营，在极端情况下，会造成项目长达数年的延误。

这些问题的解决方案并不简单，也并非某一方可以独自解决这些问题。然而，有一些策略与政策可以帮助一个企业减少并解决前面提及的挑战。而这些措施可以带来以下好处（具体请见下文说明）：

1. 节约生产成本、提高生产力
2. 获得经营的稳定性
3. 取得经营的“社会执照”
4. 获得当地与国内的政治支持
5. 提高国内外融资能力

下面基于国际专家的相关见解，我们来为大家分析处理劳工问题、环境问题、社区关系问题的相关战略如何能够合理地减少企业的经营发展障碍。我们收集了一些在坦桑尼亚和赞比亚的矿业企业案例，这些案例告诉我们，积极主动地采取社会责任战略也有良好的商业价值。

以前我们总是尝试省小钱，结果出了问题的时候却花了大钱。现在我们更愿意投入多一些时间和精力，成为一家更符合当地标准、且造福社区的企业，因为这样会减少出问题的风险和无法控制的高损失。

- CEO，中国民营企业，坦桑尼亚

一. 劳工关系与人力资源管理：未雨绸缪

可持续发展措施与战略：

1. 与所有员工（包括临时工）签订合同，保持良好记录
2. 遵守当地劳动法，包括工作时间，薪资水平，招聘和解雇等方面的要求
3. 采用当地人力资源管理者来管理当地员工
4. 与劳工部等当地利益相关方建立良好关系

为什么这么做有意义：

- 节省经营成本
- 获得当地政府的支持
- 取得企业经营的社会执照即利益相关方如社区和媒体的支持

在非洲，法律体制相对健全，并且很注重保护工人的利益。非洲工人普遍维权意识强，也愿意通过法律手段维护自己的利益。因而，如果企业不注重这些方面，很可能会面临高额的罚金，且会陷入劳工纠纷，并会因此耗费宝贵的时间与精力。而且企业还可能会因为激烈的劳工冲突，面对临时性或者永久性的停产。最糟糕的情况是，因为劳工问题造成的负面形象，政府或当地企业可能颁布一些破坏性的政策，比如说频繁的检查。同时，较好地处理劳工关系提高生产力，降低生产成本，并获得当地社区和政府对该企业的支持。

案例一：

2010年前后，中等规模的民营企业X公司在东非某国投资了两个矿产项目。项目刚开始时，公司的重中之重是节省短期成本，并没有重视当地的劳工法。他们的管理模式与国内类似，如果发现某位员工不遵守公司制度或者偷窃，会马上开除该名员工。他们还会根据工作表现降低员工的薪酬。大多数的员工都没有签署劳动合同。而且公司招募和解雇员工都没有书面记录。

这种行为很快为公司带来了麻烦：2013年，公司管理层发现某人力资源公司介绍的五名司机偷油。X公司报警后解雇了他们。两三个月后，这些员工以“不正当解雇”为由，起诉了该公司，并要求赔偿230万美金。经过两年的申诉和仲裁，该公司最终赔偿了2.3万美金。

在这个过程中，该公司付出了昂贵的代价。签订劳动合同就不得不兑现相关的福利，比如医保、假期和税收等，如果不签订合同就不需要给员工这些福利。但是，在2013到2015年间，X公司因为劳工问题，每年的损失大约在33,000美金左右。据他们估计，用来处理这些损失和其他福利的费用远高于他们预估的前期多余费用。

案例二：

从1993年首钢进入秘鲁经营铁矿以来，它每年都会遇到比较激烈的劳工冲突。在有的年份，罢工高达40天。罢工给首钢带来了巨大的经济损失¹。

¹ 创绿中心，中国海内外矿产业：发展、影响和规章制度（北京：创绿中心，2014），作者之前的研究成果

二. 环境保护

企业可以采取的可持续措施：

1. 雇佣信誉好的公司，严格按照法律程序进行EIA评估，不走捷径；
2. 研读当地环境保护的相关法律，并且按照法律规定生产，不听信个别官员的个人“保证”；
3. 改进生产的环境相关技术，保证存储和废物排放的安全进行，并控制污染

为什么这些举措有商业意义：

- 中长期来看会节省成本
- 获得企业经营的社会执照和政府支持
- 取得更多的金融支持

非洲国家的环境保护规定往往比较严格，更重要的是，民众、媒体、政府的环保意识也比较强。有时候，有些公司试图走捷径减少在环境保护上的花费，最终会发现不但花费无法避免，而且还会带来额外的风险和潜在的巨额花费。一旦企业形成不重视环境保护的声誉，他们会失去民众的支持，成为媒体攻击的对象，进而失去政府的支持。有时候，环境问题还可能给该国家的整个华商圈带来灾难。

另一方面，积极处理环境问题、并进行相关宣传是获得社区支持和在矿业公司中脱颖而出的一种方式。国际基金组织、世界银行下属的国际金融公司 (IFC) 和中国人民银行等组织也要求他们的资金接收方遵守环境方面法规，否则企业融资将受到限制。

案例三：

公司Y是一家经营金矿尾渣冶炼的中型私企。当地服务商Z告诉他们，环境评估 (EIA) 非常难通过，但是可以花钱通过非正式途径通过评估。公司Y采取了Z的建议，最后环境评估却迟迟下不来，以至于耽误了项目几个月的进度。最后公司还是雇佣了比较有信誉的公司，通过正常程序申请EIA，他们最终发现其实通过正常程序申请EIA并不困难。

案例四：

公司G在坦桑尼亚经营矿业，需要修建一个尾矿处理设施。当地主管矿业的官员F告诉公司G，“你们不需要按照法律规定来做，那样太贵了。你们只需要按我说的标准去做就可以了”。结果，后来官员F调走了，新来的官员因为公司G的尾矿处理设施不达标，多次叫停了公司G的生产。公司G不但需要花费很多钱来处理麻烦，而且还需要重新搭建尾矿处理设施。公司G意识到，如果不这么做，一旦发生事故，有毒尾矿会泄漏出去，公司可能会因为赔偿问题而倾家荡产。

案例五：

2013年，加纳政府逮捕了570名中国矿业工人，并驱逐了4500多名中国人员。这个事件是因为当地人发现中国矿产企业在加纳用有毒化学物质淘金，结果污染了当地的环境和食物。短期看来，这样的开矿方式能给这些小企业带来较多利润。但是随着对当地环境影响逐步扩大，将会摧毁整个行业²。

² 对中国在坦桑尼亚投资的洞察（《非洲实践》，2014）

三. 社区关系：人民如水，可载舟可覆舟

企业可以采取的可持续发展措施：

1. 制定相关规定，设立维护社区关系的专门部门，并雇佣有国际化媒体经验的人员负责管理
2. 设立交流渠道：包括联系方式/投诉热线，保证与社区的持续沟通
3. 通过社区公益项目造福社区，并且在设计社区项目时，听取政府官员的意见，且切实了解平民百姓的需求
4. 在价格差异不大的情况下，尽量采购当地的产品和物资

为什么要这么做：

- 获得企业经营的“社会执照”
- 保证企业经营的稳定性
- 获得当地政府支持

矿业行业的项目扎根于社区，且离不开社区的支持。如果不重视企业和社区之间的关系，就会耽误项目的进程，并给企业带来经济损失。对企业至关重要，与当地社区维系良好的沟通、共同推进项目进程、并获得当地社区的支持。如果社区对该项目反应不佳，企业可能会遇到激烈冲突。矿业公司资本投入巨大，工期拖延的损失巨大。企业还应该注意的，我们的很多调研都发现，企业对他们所在社区的情况并不了解。因此，企业制定相关的沟通战略，从而让社区参与该项目、并享有一定的权利，同时在设计 and 执行该项目时，也能够让社区的普通成员参与并获利。

案例六：

中铝集团在老挝进行矿业项目，包括赛奔项目。在项目还处于开发阶段时，中旅集团为了与社区建立良好关系付出了很多努力。2014年，中旅集团设立了Sepon发展基金，捐赠了两百九十万美金开展各种各样的社区项目。最关键的是，中铝公司员工与当地村民代表、当地政府官员共同成立了社会责任委员会，讨论决定如何将资金用于造福社区。同时，中铝与联合国妇女儿童基金会、当地卫生部门合作开展医疗卫生项目。通过这些举措，中铝的矿业项目获得了良好的社区支持³。

案例七：

2012年D公司在厄瓜多尔开展铜矿项目，本地环保组织、土著人组织和妇女组织都对该项目充满了质疑与担忧，他们希望与D公司进行沟通，然而D公司却指望当地政府去处理这种问题，因而没有及时与这些组织沟通。无奈之下，本地的环保组织等攻击了中国大使馆，引起了重视、表达了观点，并造成了激烈的冲突。D公司内部人员事后反省：如果定期与当地社区、等利益相关方进行沟通，可能就不会酿成这样的冲突。

³ 联合国开发计划署：《2015年中国海外企业可持续发展报告》（北京：中国联合国开发计划项目，2015）

结论：

目前大家对企业社会责任“CSR”和可持续战略存在很多误解，比如说，这些行为只能且只应在项目盈利后再执行，企业社会责任行为是一次性的，且其是为公共关系服务的。我们的研究表明，可持续战略虽然需要在前期投入额外的投资和技术，但如果将其与运营计划相结合，其也有商业价值。虽然每个国家的情况不尽相同，但是如果中国矿产公司从一开始就在非洲这种运营环境不佳的情况下采取某种形式的可持续发展策略，会给这些公司带来发展的长期益处。



WWF is one of the world's largest and most experienced independent conservation organizations promoting sustainable development with over 5 million supporters and a global network active in more than 100 countries.

Written by Zander Rounds and Hongxiang Huang, with research support from Xianshuang Zhang editing by Christine Tam and support from Weiju Lv. Rounds, Huang and Zhang work for China House Kenya, a social enterprise helping Chinese companies invest in East Africa in a socially responsible and sustainable way. Tam works for WWF's Regional Office for Africa on Sustainable Investments.

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EXECUTIVE SUMMARY

“We are not even earning money; how can we be expected to devote resources and time to charity?” Placing emphasis on equitable management of laborers, adopting environmental protection measures, and establishing harmonious community relations—these practices, labeled “corporate social responsibility” (CSR), are often considered by firms to be a form of charity. CSR, many believe, is something to be done after making money (or for publicity purposes). When firms are in the early stages of investment, profitability and survival are usually the primary consideration. Yet, responsible practices sometimes require significant upfront investments, and as such are understandably not considered early on. However, in reality, adopting these responsible practices can have significant economic pay-offs.

In 2015, China Chamber of Commerce of Metals, Mineral and Chemical Imports and Exports (CCCME) launched the *Guidelines for Social Responsibility in Outward Mining Investment*. Tailoring these guidelines to the specific situation on the ground, and drawing on more than ten in-depth interviews with major private and state owned mining companies in East Africa, as well the knowledge of international mining experts, this document provides concrete, practical suggestions for Chinese mining companies in Africa regarding labor, environmental and community relations.

Critically, companies are – and will continue to be – unable to unilaterally implement these policies and practices. Support from a variety of actors, including potentially local government, local and international business associations and other non-governmental organizations, and local communities will ensure the efficacy of any initiative. At the same time, we recognize significant responsibility rests upon national governments to ensure the social protection of their citizens, primarily through the promulgating and enforcement of national laws and regulations.

Yet we hope through this report to help the vast number of Chinese enterprises going out understand how to truly adopt and utilize CSR, as a strategy to improve productive capacity, integrate into local societies, receive government support, and gain access to more finance. Through this, companies can in the long term become sustainably profitable.

Upper levels of corporate leadership have yet to recognize the incredible importance of responsible practices. And Chinese companies do implement these only infrequently. But I think ‘Before it rains, bind with silk’—plan for issues ahead of time. This level of awareness is necessary.

Business Manager, SOE, Tanzania

BACKGROUND

The Challenges Of Investing In East Africa:

The experience of Chinese mining companies varies considerably due to a number of factors: the size and types of investment, the length of operation, the background of the management, levels of political support and the corporate ownership structure (e.g. state-owned or private-owned). Operating in particular countries also presents unique challenges. Despite these variations, several difficulties and concerns were widely shared by mining companies in Tanzania and Zambia.

Economic: The primary concerns for these companies are economic: high factor input prices (labor, supplies, transport, energy), high tax rates, and fluctuations of the price of commodities on the global market. Several companies also expressed concerns finding and acquiring the rights to quantities of suitable quality minerals, with some companies forced to suspend production when supplies run short.

Labor relations: For companies currently engaged in exploration or extraction, issues relating to managing the labor force are common. Locating and identifying trustworthy, capable, hardworking local laborers is a challenge faced by all companies operating in Kenya, Zambia and Tanzania. Virtually every company that has begun to scale operations reported problems with employees stealing from the company. Worker strikes, legal and illegal, are a frequent obstruction to business operations. Labor tends to be more organized and influential than in China, particularly in Zambia.

Legal: Navigating the legal system of these East African nations presents considerable challenges for foreign companies. Often the law seems to be unclear, complex or applied arbitrarily, favoring locals. Finding trustworthy lawyers capable of navigating these challenges is difficult.

Environment: Many mining projects happen to occur in ecologically sensitive areas. Some companies reported difficulties interacting and communicating with the local Environmental Protection Bureau officers. Local communities, civil society actors and government officials are very concerned with environmental protection and will use concerns as a cause to investigate or impede the operations of certain companies and projects.

Community relations: Most mining projects require some degree of cooperation and buy-in from surrounding communities. Despite efforts to support community development projects, community members have in many cases protested or otherwise halted operations, in many cases leading to delays lasting several years.

These issues have no simple solutions. Nor can one actor or sector solve them independently. However, strategies and policies can help firms minimize and address the above challenges. In particular, these policies can bring the following business benefits:

1. Cost savings and productivity increases
2. Operational stability
3. A “Social License” to Operate
4. Local and domestic political support
5. Increased access to capital

In the following document, based on the opinions of international experts, we will analyze how properly managing labor, environment and community relations issues can reduce barriers to operation. Collected cases and the experiences and lessons of managers at Chinese mining companies in Tanzania and Zambia demonstrate ways that proactively instituting responsible practices can also be good business.

Previously, we were always saving little bits of money, but only to later end up spending a huge chunk of money when an issue came up. Now we would rather spend a little more time and energy and become [a company that operates] more in accordance with local standards and proactively contributes to society, with the effect that in the end [we] can mitigate risk and other uncontrollable high losses.

– CEO, POE, Tanzania

I. Labor relations and Human Resource Management: Before it Rains, Bind with Silk

Responsible practices and strategies

1. Sign employment contracts with all employees, and keep good records, even when dealing with casual employees.
2. Comply with local labor laws, including minimum wage standards, particularly relating to the hiring or firing of employees
3. Develop local management capacity
4. Engage with local stakeholders like the Ministry of Labor

Why it makes business sense:

- Cost saving
- Local political support
- Social license to operate (consisting of support from local communities and media)

In African countries, the legal systems can be relatively comprehensive. They often include provisions that especially protect the interest of workers. In addition, African workers generally are more aware of their rights, and willing to take legal action to protect their own interests. As a result, if companies do not emphasize these areas, it is very likely that they will encounter fines and/or become embroiled in labor conflicts that are both costly and time consuming. Moreover, it is very possible that particularly agitated labor conflicts will lead to temporary or permanent production delays. In the worst case scenario, which has been observed, because of the image caused by labor conflicts, the government or local businesses adopt damaging policies, for instance, frequent investigations. On the other hand, responsibly managing employees can increase productivity, lower production costs, and shore up community and political support.

Case 1:

Since 2010, Company X, a medium-sized privately owned enterprise established two mining operations in an East African country. During the early period of its operations, the company prioritized keeping short-term cost savings and did not understand local labor laws. Operating the way they did in China, when the company encountered an employee that was underperforming or stealing, they would immediately fire him or her. They would make performance related salary deductions. Most of the employees did not have written labor contracts. Nor did the company keep written records when hiring or firing.

It did not take long for this to cause problems. In 2013, the company's management discovered that five drivers who were introduced by a HR management company were stealing oil. They reported this to the police and fired the employees. After 2-3 months, the five employees sued for around US\$3.2 million, claiming unjust termination. After two years of appeals and arbitration, the company settled, paying out US\$23,000.

This process has been costly. For instance, signing employment contracts made it impossible to avoid paying benefits, like health care, leave and taxes, some of which had previously been avoided. However, the company estimates that between 2013-2015, they lost around US\$33,000 per year due to labor related issues. According to their calculations, eliminating these annual losses, combined with other less tangible benefits like mitigating operational risk, has more than covered the additional costs.

Case 2:

Ever year since 1993 since Shougang entered Peru and began operating a mine it has encountered relatively intense labor conflicts. Some years, strikes exceeded 40 days. These annual strikes caused significant economic losses.¹

¹ Greenovation Hub, China's Mining Industry at Home and Overseas: Development, Impacts and Regulation (Beijing: Greenovation Hub, 2014); Author's own previous investigations.

II. Environmental Protection: Minimize environmental risks to protect self-interest

Responsible Practices

1. Hire a reputable firm; strictly adhere to local environmental regulations by conducting Environmental Impact Assessment (EIAs); don't take shortcuts
2. Research local environmental protection regulation; furthermore, operate in adherence with local environmental regulations, don't listen to particular official's "guarantees"
3. Improve environmental processes; ensure safe storage and disposal of waste and establish pollution controls

Why it makes business sense

- Cost savings in the medium/long term
- Social license to operate and government support
- Expanded access to finance

African countries often have relatively strict regulations relating to environmental protection. Even more important, the local population, media and government have strong environmental awareness. Sometimes, companies that attempt to cut corners and limit the fees relating to environmental protection, in the end not only realize certain costs are unavoidable, but also bear tremendous risks and potentially major expenses. As soon as a company appears to not value environmental protection, they lose the peoples' support and become a target for media attacks, eventually potentially losing government support. In some situations, environmental issues can create a disaster for the entire community of Chinese companies operating in a country.

On the other hand, proactively addressing environmental impact and communicating these efforts will lead to community support and can distinguish a particular company. Furthermore, the IMF, the World Bank's International Finance Corporation (IFC) and China People's Bank require financial recipients to adhere to environmental regulations, or else see their financing be limited.

Case 3:

Company Y is a medium sized private company involved in the smelting of gold tailings. Local service company Z informed them that EIA's are incredibly difficult to pass, but if you spend a bit of money using an informal way to take a shortcut and pass. Company Y took Z's advice, yet the EIA was repeatedly delayed, wasting several months of the projects progress. In the end the company hired a more reputable company and followed the formal procedure. They discovered that in fact, if you follow the normal procedure, the EIA endorsement is not particularly difficult.

Case 4:

Company G operates in Tanzania's mining industry, and needed to construct a processing facility. Local mining Official F told company G, "You do not need to follow the regulations, otherwise it will be too expensive. You just need to follow the standards that I say." In the end, Official F was transferred and the new official several times halted operations of Company G citing their lack of adherence to regulations. Company G not only needed to spend a lot of money to avoid "trouble", furthermore in the end needed to construct a new facility. At this point, Company G realized, if they do not do so, as soon as there was an accident, the toxic residue would be released, and the company would have to pay compensation.

Case 5:

In 2013, the government of Ghana arrested 570 Chinese miners and expelled more than 4,500 Chinese nationals. This was a direct result of the perception by locals the Chinese miners were willing to use toxic chemicals to extract gold, with negative implications for the local environment and food supply. While in the short run, using these chemicals may have been economical for these small-scale miners, this perception eventually led to the crackdown, revealing how influential perceived environmental impact is to local communities.²

² *Perceptions of Chinese Investment in Tanzania* (africappractice, 2014).

III. Community Relations: Citizens are like water, they can carry a boat or they can overturn it.

Responsible practices:

1. Establish policies and a management position dedicated to guiding community engagement; furthermore hire managers that have international and media experience
2. Ensure ongoing interaction with communities by establishing communication channels, including a grievance mechanism and stakeholder dialogues
3. Contribute to community development by implementing plans in consultation with local stakeholders, not exclusively local leadership
4. If the quality and price of local products and services are reasonable, prioritize localized procurement.

Why it makes business sense

- Social license to operate
- Operation stability
- Local political support

In the mining industry in particular, enterprises' projects are rooted in local communities, and depend on their support. If the importance of the relationship between enterprise and community is not valued, it could lead to delays and economic losses. It is therefore critical for an enterprise to maintain good communication, and work with local communities to promote projects and gain the support of the community. Furthermore, if communities feel very negatively towards a project, it can result in violent conflict. Because mining companies require significant capital investment, project delays can result in huge losses. It should also be noted that that our comprehensive research revealed that most enterprises were not familiar with the situation of the community they were operating in. Therefore, companies need to develop a communication strategy to include and empower communities, and design and implement their projects in such a way that ordinary members of the community can participate and benefit.

Case 6:

MMG has expansive mining operations across Laos, including the Sepon mine. In the exploration and development phases of the mines operation, MMG went to extensive lengths to gain the acceptance of the local stakeholders. They established the Sepon Development Trust Fund, which by 2014 had contributed US\$2.9 million to development projects in local communities. Critically, a committee that consists of local community members, provincial government and MMG representatives jointly determines how the trust fund is utilized. In addition, MMG partnered with local medical institutions, UNICEF and the Ministry of Health to implement a series of health-related initiatives. Through these actions MMG's project has received positive community support.³

Case 7:

2012 Company D was developing a copper project in Ecuador. Local environmental, indigenous populations, and women rights organizations all were suspicious of this project. They hoped to engage in dialogue with Company D. However, Company D only wanted to engage the local government to deal with these issues, and did not communicate with these organizations in a timely manner. Left with no choice, local civil society organizations attacked the Chinese embassy, drawing a lot of attention and sharing their own concerns, creating an intense conflict. Company D's internal staff reflected in the aftermath: if a company regularly engages local communities and holds stakeholder meetings with civil society, it is possible to avoid these types of conflicts.


³ UNDP, 2015 Report on the Sustainable Development of Chinese Enterprises Overseas (Beijing: United Nations Development Programme China, 2015)


Conclusion:

There are many misunderstandings about “CSR” and responsible practices, for instance that it is only something that can or should be considered after a project is profitable, or that CSR can be a one-time, or that it only serves public relations purposes. Our investigation has found that responsible practice, while requiring upfront or additional investments and expertise actually make sense from a business perspective, when incorporated in the operational planning of an organization. While the experience of each country will vary, adopting some versions of the policies outline above will be a starting point for the long term growth and development of Chinese mining companies in the difficult operating environments of Africa and beyond.





	<p>Why we are here To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.</p>
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	<p>我们在这里： 为了遏制自然环境的恶化，创造人类与自然和谐相处 的美好未来。</p>
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