



CDA's Expertise in Responsible Business

CDA COLLABORATIVE LEARNING PROJECTS

CDA Collaborative Learning Projects (CDA, cdacollaborative.org) is a non-profit organization committed to improving the effectiveness of those who work to provide humanitarian assistance, engage in peace practice, support sustainable development, and conduct corporate operations in a socially responsible manner. Through our [collaborative learning process](#), we combine rigorous analysis with pragmatic field-level work and deliver [practical tools](#) to field staff and policymakers alike. CDA is based in Cambridge, MA, United States, and has an office in Myanmar. CDA's activities are structured around two pillars: Collaborative Learning and Advisory Services. Our partners and clients value our independence and experience as a convener and facilitator of multi-stakeholder engagements.












GLOBAL LEARNING IN RESPONSIBLE BUSINESS

CDA helps companies to improve their social impacts, support development in communities they affect, and operate in ways that strengthen their relationships with those communities. CDA works on a bi-lateral partnership basis with individual companies, and also works in multi-stakeholder initiatives to advance public understanding of corporate social impacts and their mitigation. CDA is a thought leader on business and conflict issues and has authored or contributed to influential guidance, such as the UN Global Compact's *Guidance on Responsible Business in Conflict-Affected and High-Risk Areas* and IPIECA's *Creating Successful, Sustainable Social Investment*, and the *Preventing Conflict in Exploration* tool. Current collaborative learning efforts explore the role of companies in peacebuilding efforts and in the Sustainable Development Goals.

CDA's work on Responsible Business began in 2000 with the launch of the Corporate Engagement Project (CEP). CEP performed 16 asset-level field assessments around the world between 2000-2009, primarily with extractive industries companies. These included over 2000 individual and group consultations with company managers and staff, local community members and leaders, opposition groups, NGOs, government officials, religious groups and other stakeholders, culminating in the publication of the book *Getting It Right: Making Corporate-Community Relations Work*. CDA was involved in the mandate of the UN Special Representative on Business and Human Rights and participates in the development of guidance through various multi-stakeholder initiatives. CDA also works with industry associations such as the Prospectors and Developers Association of Canada and IPIECA to develop stakeholder engagement and risk mitigation guidance.

CDA is currently engaged in a learning project about the impacts of private sector companies and business associations on peace, in partnership with the Africa Centre for Dispute Settlement at the University of Stellenbosch and the Peace Research Institute Oslo.

SELECTION OF RECENT ENGAGEMENTS

Clients or Partners	Collaborators	Industry	Engagement	Region	Period
	Danish Institute for Human Rights	Oil and Gas	Training of Trainers in Business and Human Rights and Executive Briefing on due diligence processes	Nigeria	2017
		Oil and Gas	Series of workshops for operations teams on corporate social impacts and mitigation; Executive Briefing on above-ground risks and mitigation steps	Argentina	2017
			Monthly help desk teleconference	Bolivia	2016-2017
			Asset-level field assessment of social conflict risks	Bolivia	2016
			Asset-level field assessment of social conflict risks	Argentina	2015
	Fundación Ideas para la Paz (FIP)	Energy Transportation	Case study of effective corporate operations in the presence of illegal armed groups	Colombia	2015
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	American Friends Service Committee	Infrastructure	Asset-level field assessment of social conflict risks	Cambodia	2014
		Oil and Gas	Asset-level field assessment of social conflict risks	Myanmar	2014
			Asset-level field assessment of social conflict risks	Bolivia	2013
			Asset-level field assessment of social conflict risks	Nigeria	2013
	Prospectors and Developers Association of Canada (PDAC), World Vision Canada	Mining	Field test of <i>Preventing Conflict in Exploration Tool</i>	Madagascar	2012
	PDAC, World Vision Canada	Mining	Field test of <i>Preventing Conflict in Exploration Tool</i>	Peru	2012
	PDAC, World Vision Canada	Mining	Field test of <i>Preventing Conflict in Exploration Tool</i>	Mexico	2012
	PDAC, World Vision Canada	Mining	Field test of <i>Preventing Conflict in Exploration Tool</i>	Sierra Leone	2012

A SELECTION OF PUBLICATIONS

Books, Articles and Papers

Bardouille, Dost, Diana Chigas, and Ben Miller. "How Do Our Operations Interact with the Environment?" In *Management in Complex Environments: Questions for Leaders*, edited by Brian Ganson, 58 - 85. Stockholm: International Council of Swedish Industry, 2013.

Bardouille, Dost, Michelle Spearing, and Paul-Andre Wilton. "Conflict Sensitive Approaches and the IFC Performance Standards on Environmental and Social Sustainability." Conflict, Crime, and Violence Results Initiative, Helpdesk Request and Response. London: UK Department for International Development, 2013.

Bardouille, Dost. "Community Perspectives on the Business Responsibility to Respect Human Rights in High-Risk Countries." Cambridge, MA: CDA Collaborative Learning Projects, and the Institute for Human Rights and Business, 2010. Released in conjunction with "From Red to Green Flags: The Corporate Responsibility to Respect Human Rights in High-Risk Countries," by the Institute for Human Rights and Business.

Miller, Ben, Dost Bardouille, with Sarah Cechvala. "Business and Armed Non-State Actors: Dilemmas, Challenges and a Way Forward." *Business, Peace and Sustainable Development* 4 (2014): 7-40.

Zandvliet, Luc. "Conflict Transformation and the Corporate Agenda - Opportunities for Synergy." In *Advancing Conflict Transformation; the Berghof Handbook II*, edited by Beatrix Austin, Martina Fischer, and Hans Giessmann. Toronto: Barbara Budrich Publishers, 2011.

Zandvliet, Luc, and Mary B. Anderson. *Getting It Right: Making Corporate-Community Relations Work*. Sheffield: Greenleaf Publishing, 2009.

Zandvliet, Luc. "Redefining Corporate Social Risk Mitigation Strategies." In *Social Development Notes; No. 16. Conflict Prevention & Reconstruction*. Washington, DC: The World Bank, 2004.

Reports

Bardouille, Dost, Ben Miller, and Jason Tower. "Confronting Complexity: Lessons Learned from Engagement with Chinese Enterprises." Cambridge, MA: CDA Collaborative Learning Projects, and the American Friends Service Committee, 2016.

Bardouille, Dost, Ben Miller, and Michael Temilade. "Field Visit Report Total E&P Nigeria (TEPNG)." Cambridge, MA: CDA Collaborative Learning Projects, 2013.

Patiño, Simón, and Ben Miller. "ISAGEN y el Proyecto Río Amoyá-La Esperanza; Tolima, Colombia." *Case Study of Business Operations in the Presence of Armed Non-State Actors*. Cambridge, MA: CDA Collaborative Learning Projects, and Fundación Ideas para la Paz, 2016. English translation forthcoming.

Zandvliet, Luc. "Sakhalin Energy Investment Corporation Sakhalin, Russia; Pilot Project to Test Principles of Effective Grievance Mechanisms." Annex to *Piloting Principles for Effective Company-Stakeholder Grievance Mechanisms: A Report of Lessons Learned*, by Caroline Rees on behalf of UN Special Representative on business & human rights John Ruggie, 54-62. Cambridge, MA: Harvard Kennedy School, 2011.

Guidance, Tools, and Frameworks

Bardouille, Dost. "Local Stakeholder Engagement" and "Strategic Social Investment" in *Guidance on Responsible Business in Conflict-Affected and High-Risk Areas: A Resource for Companies and Investors*, edited by UNGC and the Principles for Responsible Investment, 20-23, and 24-27. New York, NY: UNGC, 2010.

CDA Collaborative Learning Projects, Prospectors and Developers Association of Canada, and World Vision Canada. "Preventing Conflict in Exploration; A Toolkit for Explorers and Developers." 2012.

Ernstorfer, Anita, et al. "Advancing the Sustainable Development Goals by Supporting Peace: How Business Can Contribute." New York, NY: United Nations Global Compact (UNGC), 2015.

Zandvliet, Luc. *Creating Successful, Sustainable Social Investment; Guidance Document for the Oil and Gas Industry*. London: International Petroleum Industry Environmental Conservation Association, 2008.

Zandvliet, Luc. "Operating in Areas of Conflict: Guidance Note" for Royal Dutch Shell. Cambridge, MA: CDA Collaborative Learning Projects, 2005.