



BUSINESS FIGHTS POVERTY ONLINE 2020: REBUILD BETTER

FIVE INSIGHTS: SECTOR-LEVEL COLLABORATION TO REBUILD BETTER IN COMMUNITIES

DATE: FRIDAY 17/07

THEME: COLLABORATION

FORMAT: WEBINAR

SPEAKERS

■ **Eugenio Marcos, Tironi**

■ **Jane Nelson, Corporate Responsibility Initiative, Harvard Kennedy School**

■ **Andrés Morán, Public Affairs Manager, Antofagasta Minerals**

■ **Dave Prescott, Creative Director, The Partnering Initiative**

■ **Ruth Thomas, Director, Global Agribusiness Alliance**

■ **Moderator: Nicky Black, Social and Economic Development, ICMM**

IN THIS SESSION, HOSTED WITH THE **INTERNATIONAL COUNCIL ON MINING AND METALS**, OUR PANELLISTS DISCUSSED THE THEME OF THE DAY, COLLABORATION, IN RELATION TO HOW WE FOSTER CROSS-SECTOR COLLABORATIONS TO BUILD BACK BETTER IN COMMUNITIES. OUR SPEAKERS TOUCHED ON TOPICS RELATED TO WHAT IS NEEDED TO BUILD A FAIRER SOCIETY AND A MORE RESILIENT FUTURE, HOW WE CAN SCALE UP EXISTING PARTNERSHIPS, AND GOOD EXAMPLES OF COLLABORATIVE INITIATIVES THAT ARE SUPPORTING COMMUNITIES TO RESPOND TO AND RECOVER FROM THE IMPACTS OF THE COVID-19 CRISIS.

KEY INSIGHTS

MINING COMPANIES HAVE PLAYED A KEY ROLE IN TACKLING THE CHALLENGES OF COVID-19 IN HOST COMMUNITIES

Around the world, COVID-19 has exposed deficiencies in health care systems and uncovered existing economic vulnerabilities, as millions of people may be pushed back to poverty as a result of the pandemic. Andrés Morán showed how mining companies supported their host communities through such challenges. First, with the help of health experts, the company responded with urgent health care measures, such as delivering trusted public health information, medical supplies and personal protective equipment to their communities. Second, they invested in livelihoods by training community members to produce masks and by setting up online schemes to enable teachers to run classes. Finally, the company created a recovery fund to offer financial support for their small partners in their supply chains.

BUILDING ON EXISTING TRUST-BASED RELATIONSHIPS BETWEEN COMPANIES AND STAKEHOLDERS HAS PROVED ESSENTIAL TO ASSIST THE MOST VULNERABLE DURING THE CURRENT CRISIS

PAST EXPERIENCE OF HEALTH CRISES AND EXISTING RELATIONSHIPS HAS PROVEN INVALUABLE IN COMPANIES' RESPONSE TO COVID-19

According to Ruth Thomas, companies that had faced critical public health situations before, such as the Ebola and SARS crises, appeared to be better prepared to respond to the COVID-19 shock, protect their employees, and mitigate the losses of their host communities. Critically, building on existing trust-based relationships between companies and stakeholders has proved essential to assist the most vulnerable during the current crisis and avoid the impacts being even deeper.

COMPANIES' STRATEGIES FOR REBUILDING BETTER MUST FOCUS ON THE INTEGRATION OF HEALTH AND FOOD SYSTEMS AS A WAY TO STRENGTHEN COMMUNITIES

Beyond the response phase to the COVID-19 crisis, building a more resilient future is also a challenge. In this respect, companies' strategies for rebuilding better should focus on the integration of health and food systems. Adopting a system-level approach requires companies collaborating across sectors to meet the needs of communities - for instance, by integrating infrastructures and health care provision. Such shared initiatives can involve mining companies partnering with tech companies to deliver online learning platforms to communities or working with pharmaceutical companies on public health projects.

Collaboration to support local institutional strengthening is also important. As Jane Nelson pointed out, local institutions that aim to protect lives and livelihoods are the foundations of social protection systems. These institutions need better management and more resources in order to meet their goals satisfactorily, and partnerships between companies, governments and civil society can represent a driving force for this type of institutional improvement.

REBUILDING BETTER MUST INCLUDE LISTENING TO THE VOICES OF LOCAL COMMUNITIES

There are examples in both the mining and agriculture sectors of companies that have developed **better systems of participatory decision-making to allow their host communities to have a say, in a consistent manner, over projects and corporate strategies that affect them the most.** In many communities today, local leaders are also able to monitor companies' social and environmental impacts.

WE SHOULD LEARN THE LESSONS FOR HOW WE CAN STRENGTHEN THE COLLABORATION NEEDED TO BUILD BACK BETTER

For Eugenio Marcos, a key learning for the pandemic is the importance of partnership: "Work with others. It is not possible to do everything alone, to act unilaterally." Dave Prescott highlighted how partnerships can be more effective in delivering on their goals. **Strategic collaborations should be built around trust-based relationships between businesses and their host communities.** Companies must explore the potential of internal collaborations by harnessing inter-departmental initiatives that may be currently working separately. **After internally organising the existing work they do in connection to host communities, businesses can expand their initiatives more effectively to their sector and then to other sectors as well.** This is how successful cross-sector collaborations can be created and strengthened for companies to build back better.

RESOURCES

- **Corporate Responsibility Initiative, Harvard Kennedy School:** <https://www.hks.harvard.edu/centers/mrcbg/programs/cri>
- **The Partnering Initiative:** <https://thepartneringinitiative.org>
- **Global Agribusiness Alliance:** <https://www.wbcsd.org/Sector-Projects/Global-Agribusiness-Alliance>
- **International Council on Mining and Metals COVID-19 Response:** <https://www.icmm.com/en-gb/health-and-safety/covid-19>
- **State of Food Security and Nutrition in the World 2020:** <http://www.fao.org/3/ca9692en/online/ca9692en.html#>
- **Antofagasta: COVID-19 response and updates:** <https://www.antofagasta.co.uk/media/covid-19>
- **IFC and COVID-19 (Coronavirus):** https://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/covid-19
- **Kenya National Business Compact on Coronavirus:** <https://www.covid19businessresponse.ke>
- **Rapid Innovation Through Partnerships:** https://snipbfp.org/C19_TK_RI