

Services for the Corporate Sector

Overview

Europe Conflict and Security (ECAS) Consulting Ltd.

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INTRODUCTION

Over the last decade, ECAS (formerly International Conflict and Security) Consulting Ltd. has built up a reputation as a creative and resourceful company. We are known as providers of ethical and sustainable solutions to complex problems where traditional (often securitised) approaches have not yielded results. Beyond having strong capabilities, our reputation as effective problem solvers rests on a tenacious solution-focus.

Large companies (oil, gas, and mining) constitute our largest (turn-over) and repeat-business client-base. This short overview summarises who we are and the range of services implemented for the corporate sector since we were established in 2003. It is aligned to the non-disclosure agreements we have with our clients.

WHO WE ARE

ECAS is a highly networked consultancy that brings together 25 recognised experts to implement assignments on the conflict, security, and investment nexus. We provide services in climate risk management, armed violence reduction, forecasting and prevention, corporate issues, and training (in-person and e-learning) in war-affected and fragile areas.

Our experts are selected not only for their qualifications and experience, but also on their track-record in delivering well to clients – and their

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ability to work with others. Fundamentally, we are a group of hands-on, unpretentious experts who enjoy our work.

Since our establishment in 2003, we have implemented over 150 assignments in over 25 war-affected/fragile areas. In countries where we have repeat assignments, we develop three types of networks: strong field networks that help us ground-truth our work, national technical networks and partnerships with solid local experts, and political networks. These help us deliver on difficult assignments and give us insider

Our corporate clients

- ENI/AGIP
- British Gas
- British Petroleum
- Rio Tinto Plc.
- Septa Energy
- Shell Petroleum Development Company
- Shell International
- Statoil ASA
- TNK-BP

perspectives that are critical for the work we do.

Over 80% of our work is through word-of-mouth – and we only occasionally bid for assignments that are of particular interest to us. We maintain long-term business relationships with our corporate clients and often work with them through retainer contracts or focused assignments of six months or more.

OUR SERVICES FOR THE EXTRACTIVE SECTOR

Our services for the corporate sector can be categorised under the headings of **stabilising the operating environment, conflict resolution, change interventions, stakeholder engagement and management, human rights compliance, and analysis/evaluation**. They are described briefly below.

STABILISING THE OPERATING ENVIRONMENT

Corporate clients operating in areas affected by armed violence or violent conflict often deal with high levels of volatility. This volatility has important cost implications through production shut-ins, delays to projects, threats to staff, security incidents, vandalism, theft, and the destruction of assets.

Government security forces and private corporate security play a critical role in such situations. ECAS works closely with company security providers and those handling the external/community interface. We provide non-securitised conflict management and stabilisation options, reduce potential reputational risks, and ensure that the company does not contribute itself to instability in the operating environment.

2003-2005 Corporate (West Africa)

Analysis and strategy development for stabilisation of operating environment, including asset-specific threat analysis (armed groups and community conflicts) and advice.

2006-2007 Corporate (West Africa)

Design and deployment of an early warning and response system that bolstered community safety and protected a major project.

CONFLICT RESOLUTION

Disputes with communities on land access, loss and compensation, environmental damage, and benefits distribution are often experienced by private companies.

Maintaining a direct company-community relationship is critical in such situations. Our role, therefore, is one of helping design the conflict resolution process, training company staff to implement it, and coach company staff through implementation. We ensure that the conflict is resolved sustainably and according to the company's business principles and human rights commitments.

Where relationships between the company and community have broken down, we can play a mediator role.

2013 Corporate (Middle East)

Assessment, design and coaching to arrive at a social contract between a corporate client and a tribal community that hosts a critical asset. Exercise involved training of company community liaison officers in dialogue and negotiation techniques.

CHANGE INTERVENTIONS

Oil, gas, mining and other company facilities in areas affected by violent conflict or criminalised violence are often targeted as sources of income by armed groups. Resource theft, extortion, kidnap and ransom, are key problems that companies face in such situations – often with critical health and safety implications.

Our change interventions are highly context specific. They fundamentally help companies address the causes and dynamics of the threat

faced – in ways that are sustainable and compliant to company business principles and human rights commitments.

2010 Corporate (West Africa)

Design of an intervention to reduce theft of natural resources by criminal groups. Exercise involved in-depth field work to assess supply/demand dynamics and groups involved.

STAKEHOLDER ENGAGEMENT AND MANAGEMENT

Corporate clients sometimes face hostile stakeholders in government agencies, communities, Indigenous Peoples organisations, activist groups, labour organisations, and NGOs. Such hostility may be related to a range of questions, such as land, heritage, access routes, perceived and actual environmental risks, working conditions, to mention a few.

In cases where a company operates in areas affected by armed violence or violent conflict, stabilisation actions by government stakeholders may have detrimental impacts on the operating environment – and require effective, constructive and informed pre-emptive company engagement.

We apply our stakeholder engagement and management expertise to reboot broken relationships and facilitate processes that enable the company and diverse stakeholders find a mutually acceptable solution to a contentious issue.

Our experience in working with governments on stabilisation efforts also means that we can set the stage for informed company engagement to prevent negative knock-on effects of stabilisation activities on the operating environment.

2006-2007 Corporate (Eastern Europe)

Design and facilitation of a stakeholder management process involving militant environmental and indigenous peoples groups.

2007 Corporate (West Africa)

Assessment of newly elected government’s plan to stabilise oil producing region and engagement to support progressive stabilisation efforts.

HUMAN RIGHTS COMPLIANCE

The adoption of the UN Guiding Principles on Business and Human Rights has important legal and reputational implications for companies. At the same time, it provides a useful framework for a risk-based approach human rights – and its due-diligence elements can help companies prevent human rights-related problems from occurring.

ECAS provides a range of services that help companies manage human rights exposure and comply with their human rights commitments. We...

- Review company governance, investment decision-making, and risk assessment systems for Guiding Principles adherence.
- Help develop company (or asset-based) human rights grievance mechanisms.
- Carry out human rights risk assessments (HRRAs) and human rights impact assessments (HRIAs).
- Develop company resources and guidelines to respond to business unit human rights support requirements.
- Design and deliver training to company staff on human rights.
- Carry out human rights audits and spot-checks.

2011-2012 Corporate (Europe)

Design and implement a company-wide Guiding Principles assessment, covering corporate governance, investment decision-making, and risks assessment and management processes.

2012-2014 Corporate (Europe)

Creation of company resources and guidelines to respond to business unit human rights support needs. Design and carry out HRRAs for selected assets and human rights training for staff.

ANALYSIS AND EVALUATION

We provide a range of analytical and evaluation services for corporate clients, particularly those operating in areas affected by armed violence or violent conflict. These are often about understanding the operating environment and assessing the effectiveness of company security, community relations, and social investment activities.

2010 Corporate (Asia)

Analysis of violent conflict dynamics in different parts of an Asian country and assessment of implications for company assets and planned investments.

OUR APPROACH

Most of our assignments with corporate clients do not come with specified terms of reference. We therefore work with our clients to define requirements and sought after outcomes. Once we have done so, we will propose a broad direction and process to follow, along with a competent team to implement it. It is important to stress that we take no shortcuts and will take the thorough route to arrive at solutions that are sustainable.

Once we agree to take on an assignment and have agreed on commercial terms, we implement our standard confidentiality protocols. These cover issues such as information security, communication, and team integrity. We manage our field work particularly carefully.

Like most companies whose reputation underpins their business, we have some red lines we will not cross. We will therefore never engage in corruption and bribery, and have a zero-tolerance policy towards violence and human exploitation. Our work should not create legal or reputational exposure for our clients – and we uphold this principle vigorously.

NEXT STEPS

We are happy to meet to discuss your requirements. Extractive sector assignments are handled by our Chief Executive, David Nyheim. Email: david@ecasconsulting.com; Phone: +44 7968850622.