

Cardno Emerging Markets' Private Clients

Effective Development is Our Business

Cardno's Private Clients practice is an exciting business line that draws on the technical skills of the whole Cardno group. We welcome further discussion about the services we offer.

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Disarmament, Demobilisation, Reinsertion and Reintegration (DDRR)

Liberia

Cardno helped manage, develop and implement activities in support of the DDRR programme, with the prime area of focus on Reinsertion and Reintegration aspects. The objective of these actions was to stimulate some key sectors of the Liberian society to reintegrate ex-combatants:

- ▶ Special Interest Groups, by giving appropriate support to the education system and vocational training; and
- ▶ Economic Reinsertion, by giving support to potential employment and job creation.

Community Reintegration Program (CRP) Sierra Leone

Cardno helped develop an environment for reconciliation and reintegration for war-affected groups through partnerships focused on sustainable community development and livelihoods. CRP has worked directly with approximately 100,000 local animators and implementing partners in more than 200 communities to identify needs and priorities and to develop and implement appropriate programme activities.

The program:

- ▶ Provided through women's groups and agricultural associations, seeds and tools to more than 12,000 rural families;

- ▶ Returned to sustainable production more than 7,000 acres (3,000 ha) of agricultural land;
- ▶ Supported more than 160 small businesses and associations through business skills training and the provision of grants for revolving credit;
- ▶ Constructed and rehabilitated 5 key road arteries including repairs to bridges, culverts and ferries;
- ▶ Rehabilitated 15 schools;
- ▶ Built and rehabilitated civic structures, including 14 police establishments, village courts, markets and a customs building;
- ▶ Supplied 20,000 families with clean, potable water; and
- ▶ Conducted eighty community based health, education and HIV and AIDS campaigns.



Cardno's approach to Safety and Security is pragmatic, collaborative and flexible – allowing to minimise the risks and maximise the opportunities associated with a changing state of security.

Safety and Security Capability

A secure operational environment is one of the major challenges that companies with a global footprint face with almost no exception, particularly in the developing world. Whether it is an external conflict caused by geo-politics, or a somewhat latent conflict situation exacerbated or triggered internally, managing security adheres to the same unilateral principals.

Security is not only about putting in place physical barriers. Security is about building layers of community involvement and support through economic and social development, community engagement, and well-targeted Corporate Social Responsibility Programs. This applies whether it is a mine, a pipeline, a factory, or a power station.

Cardno has been involved in helping companies meet their community development plans and enhancing their security across the globe, through pragmatic, collaborative and flexible approaches to

help manage the risks and opportunities associated with the changing state of security. Provision of essential supplies such as water, sanitation, food and medical support is a prerequisite for the protection of life, health, subsistence and physical security. Our approach relies upon working closely with local governments and communities to build stakeholder partnerships, revive local economies and agricultural production, support small scale enterprises, and help rehabilitate physical infrastructure.



Committed, innovative partnerships – supporting the creation and management of self reliant, local communities.

Strengthening returns on investment while promoting sustainable development.

Enhancing Security through the Community

Operating in insecure environments can involve significant losses in the form of opportunity costs such as lost production time, absenteeism and stolen or damaged company assets. Most companies have preventive security measures in place, however even with ample funding and clear-cut goals in mind, many companies' programs fail to achieve their objectives.

It should be noted that this failure is not limited to the private sector; security-focused programs carried out by governments and International donors often miss the mark as well.

At the other end of the spectrum, however, well-designed and managed initiatives generate long-term security dividends that are undeniably far greater in value than that of the initial investment. Yumi Lukautim Mosbi (YLM) (Let's Look after Moresby) is an example of such a program.

Partnerships for Safety and Security: Yumi Lukautim Mosbi (YLM) Papua New Guinea

Cardno has been successfully supporting YLM (Let's Look after Moresby) – the effort of Port Moresby's city administration – through the PNG Australia Law and Justice Partnership. Port Moresby has one of Asia's highest rates of violent crime and was recently rated the third least liveable city by The Economist.

The YLM program has brought about a reduction of crime rates by diverting a vulnerable segments of society from

criminal activities into sustainable, gainful employment. This was achieved through successfully formation of partnerships among stakeholders such as local communities, NGOs, schools, the Church, local government, and even ex-urban gang members – the parties that share a vested interest in reducing crime and poverty.

In recognition of YLM's high levels of success, UN-HABITAT awarded the program with a Certificate of Excellence, Crime Prevention and Youth at the 2008 United Nations Youth Symposium in Durban, South Africa.

Gryphon Minerals Banfora Gold Project: Voluntary Principles on Security and Human Rights Burkina Faso

Cardno recently completed a framework for implementation measures to protect the safety and security of company personnel, operations and assets while protecting and promoting human rights and the security of local communities.

The framework that was developed in compliance with the international standard – the Voluntary Principles on Security and Human Rights (VPSHR) – provides Gryphon Minerals with several key tools for implementation, such as a threat register, strategic response register and a Voluntary Principles on Security and Human Rights adherence register. It also provides guidance on how to interact with the local community and public security forces such as the police and the gendarmerie (armed police force) in a manner consistent with VPSHR.



Tabubil Futures Project (TFP) Papua New Guinea

Cardno mobilised over 70 consultants in Australia, USA and PNG to study the social impacts of the operation and future closure of the Ok Tedi Mine. The mining operation contributed to a high level of services and security in Tabubil. Maintaining this level of security is key to the future of the region.

Commissioned by the PNG Sustainable Development Program Cardno undertook an analysis of implications of a multi-scenario mine closure the fields of governance; health; education; commercial activities; security, law and justice; urban planning; housing; utilities; and transportation.

Cardno developed recommendations on the required security, law and justice model for extension of the Ok Tedi mine, as well as contingency plans for unexpected mine closure, with the view of sustaining the socio-economic status of Tabubil.

Situational Assessments and Conflict Management

Investor confidence in fragile and conflict-affected states has particular relevance to the extractive industry, where investment often occurs in areas with the weak institutional context that has endured significant upheaval. Paramount to deriving such confidence and keeping the investor costs down is a sound socio-political and conflict assessment, leading up to a practical and effective action plan.

Cardno has conducted detailed conflict and situational assessments and implemented conflict management and prevention initiatives in a number of Africa's most challenging environments, including Sudan, Uganda, Sierra Leone, Liberia, Ivory Coast and Burkina Faso.

Cardno teams manage short-term labour intensive programs to help prevent conflict-prone behaviour and / or change the mind-set and attitudes of those involved in conflict. We focus on developing skills through vocational and on-the-job training – such strategy ensures that large numbers of previously unemployed can help kick-start the economy, SME's can develop and entrepreneurship flourish – all of which aim at securing a lasting impact on promoting stability by combining peace-building efforts with economic opportunities that foster and entrench peace.

Stability, Peace and Reconciliation in Northern Uganda (SPRING)

Northern Uganda

As part of an initiative to promote stability, peace and reconciliation, Cardno team of experts:

- ▶ Carried out a comprehensive situational analysis;
- ▶ Undertook stakeholder mapping;
- ▶ Assessed the local capacity to address the drivers of the conflict;
- ▶ Made future projection of the conflict on a multi-scenario basis;
- ▶ Drew down implications and set out parameters for conflict monitoring; and
- ▶ Developed results framework with assessment indicators.

SPRING was further set out to support a core set of activities in three component areas: peace-building and reconciliation; economic security and social inclusion; and access to justice.



See over for contact details.