

# private clients practice

Strengthening returns on investment while promoting sustainable development.



Cardno Emerging Markets is an integrated professional services provider, delivering specialist advice to create or improve physical and social infrastructure that underpins communities around the globe. Operating on a global scale, Cardno is currently managing over US\$700 million in technical assistance projects with private sector clients such as BG, KPO, Newcrest and Mega Uranium as well as donors including the World Bank, USAID, DfID, AusAID and the Global Fund. Cardno Emerging Markets is able to draw on the expertise of over 3,000 professionals who collectively have lived and worked in over 100 countries and speak over 40 languages. Cardno has extensive experience engaging with governments, local NGOs, private corporations and communities worldwide.

## About the Private Clients Practice

The Private Clients practice draws on Cardno's extensive experience with development programs and applies this to private sector investments. Our focus is on helping companies meet their objectives by improving their 'social licence to operate' and leveraging their investment dollars

to promote sustainable development. Our experience enables us to facilitate productive engagement between industry, government and communities. We work with private clients to maximise business results whilst managing government and community expectations to achieve the best outcomes for all.

Our clients are mainly mining, oil and gas companies, these companies aim to create positive opportunities for local communities and to minimise negative social and environmental impacts in and around investment sites. We are a global practice servicing multi-national companies with staff currently based in Melbourne, Brisbane, Washington, Jakarta, and Port Moresby.

## Services

Cardno offers the following unique capabilities:

> **Strategy and Social Investment Design:** Cardno supports clients in aligning their social strategy with their corporate strategy by conducting feasibility studies, gap analyses and portfolio reviews. Based on these, we work

with companies to develop sustainable models for empowering local workers and improving the social infrastructure of the community.

### > **Community Engagement:**

A central tenet of social investment is that companies should not operate in isolation from the communities in which they are located. Cardno assists companies to develop programs that engage community members and local government for improved relations and mutually beneficial results. For example, Cardno has worked with companies to map relevant community stakeholders and involve them in the conceptualisation, design and implementation of a range of community investments. Such engagement increases community ownership and promotes the long term sustainability of positive impacts from company investments.

### > **Local Content Initiatives:**

Cardno helps companies meet corporate business goals and enhances community development by increasing local content in international supply chains. We help companies operating in emerging markets

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



to reduce costs, achieve consistency of supply, gain insight into local customers and comply with local, national and international regulations.

> **Monitoring, Evaluation and Reporting:**

Cardno understands that a key component of social investment is reporting back to stakeholders and the public on how their social investment dollars are being used. Cardno works with its clients to design a performance monitoring plan at the outset of the project and ensures smooth implementation of project activities in often difficult developing country contexts.

local landowners, business owners, NGOs, youth and women's groups, and residents of the informal settlement areas. Issues covered local level government taxation laws, to village courts, land leases, the PNG education system, and the intricacies of delivering broadband internet to remote or mountainous locations, to name but a few. (2010)

### Recent Projects

#### 'Tabubil Futures' Project

PNG Sustainable Development Program (PNGSDP)

The 20,000 people living in the town of Tabubil and surrounding villages and settlements in remote Western Province, PNG, face an uncertain future when the nearby Ok Tedi mine closes.



From April – October 2010, Cardno engaged over 70 consultants in Australia, USA and PNG to investigate options to diversify Tabubil's economic base and sustain the long-term benefits of the mine. We consulted hundreds of stakeholders including government officials, Ok Tedi Mining staff,

#### Banfora Gold Project – Voluntary Principles on Security and Human Rights

Gryphon Minerals

The general level of armed conflict in Africa has decreased since the 1990s, yet it remains a reality in certain areas such as the Niger Delta and the Democratic Republic of Congo. Investors in large-scale projects, particularly in the extractive industry, are faced with the challenge of protecting the safety and security of company personnel, operations and assets while protecting and promoting human rights and the security of local communities.



'PNGSDP is entering 2011 with a range of initiatives for Western Province to ensure the benefits of the Ok Tedi mine are sustained for the community well into the future. Cardno helped translate PNGSDP's vision into action for the town of Tabubil to thrive as an educational and service centre post mine-closure. The depth of experience displayed by the Cardno study teams in this extensive study was comprehensive and enabled PNGSDP to make informed choices about the future of the town and its surrounding communities.'

**Tamzin Wardley,**  
Chief Operating Officer  
PNG Sustainable Development Program.

The Voluntary Principles on Security and Human Rights (VPs) are a set of non-binding principles which were developed in 2000 to address this issue. The VPs were developed



**Cardno's** vision is to be a world leader in the provision of professional services to improve the physical and social environment.

with multi-stakeholder participation from governments, the extractive industry and NGOs. They aim to provide extractive companies with guidance on how to identify human rights and security risks, as well as how to engage and collaborate with state and private security forces.

Cardno, in cooperation with Johannesburg-based SRK Consulting, recently completed a human rights implementation framework for Gryphon Minerals' Banfora Gold Project in Burkina Faso. The framework provides Gryphon Minerals with several key tools for implementation, such as a threat register, strategic response register and a VP adherence register. The framework 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 the VPs. Training in the VPs will be carried out by human rights specialists for all Gryphon Minerals management, employees and contractors. (2010)



Tunisia Regional Development / Sustainable Livelihoods Program  
BG Tunisia, Ltd

The Regional Development / Sustainable Livelihoods Program is an initiative funded by BG Tunisia Ltd, a natural gas company. Cardno supported the company's social investment team to launch both a

microfinance program and vocational educational training program for men and women in the areas surrounding the gas plant. This program is working to enhance local skills, promote sustainability, and link business objectives with local communities' needs. Phase I consisted of carrying out a rapid assessment of the company and communities needs, an examination of key industry value chains, and developing a list of strategies to best match community capacity and needs with the demands of the private sector. (2009 – Present)

Social Investment Plan Liquefied Natural Gas (LNG) Company

Cardno worked with an international Liquefied Natural Gas (LNG) company to maximise local content in an upcoming large scale LNG investment through both employment and business participation for a target country in the Asia Pacific region. Cardno developed strategies for the company to build technically skilled local labour force, establish an enterprise to complement the company's investments and improve in country health facilities. Cardno also analysed how the company's investment would impact the local economy by creating new jobs. (2008 – 2009)

Australia Local Engagement Study  
Mega Uranium

Cardno led a study for the Mega Uranium mining company in Australia to develop a framework for engaging the local aboriginal population and local government in mutually beneficial commercial arrangements. The study covered employment, training, enterprises and opportunities to deliver services and infrastructure to support the region's indigenous communities. (2009)

## About Cardno

Cardno is a professional infrastructure, social and environmental services company. Our team consists of professionals who design, manage and deliver sustainable projects and community programs. Cardno is an international company listed on the Australian Securities Exchange [ASX:CDD].

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