

**CSR and Holistic Risk Management in Oil and Gas Projects**  
**A 3 Day Training Course**  
**Erbil, Kurdistan Region of Iraq**  
**25th – 27th February 2020**

Attendees to this seminar will be introduced to the concept of holistic community engagement. Holistic community engagement works on the basis that good neighbours equate to good sustainability and good security. The training integrates current thinking on environmental, social and governance issues with best practice guidance on the management of cultural, political and civil society factors. The end result strengthens a company's social license and de-risks project disruption.

Good Corporate Social Responsibility focuses on five main pillars: People, Planet, Partnerships, Prosperity and Peace.

Presentations and training will be interactive, 'workshop style' and include practical examples from a wide range of related projects and operations.

**The Seminar addresses the following:**

- CSR – what it is and how it impacts oil and gas projects:
  - **People** – ethnicity, health and safety, gender and inclusivity: workforce, contractors and suppliers, Invitation to Tender (ITT) requirements, training and monitoring. Commissioning and operational readiness.
  - **Planet** – use of water, land, ecosystems and power. Emissions and pollution.
  - **Partnerships** – engagement with local communities, regional and central government, EPCM and affiliates. Working with government: legal structures and agreements, role of state security
  - **Prosperity** – economic and financial consequences of project.
  - **Peace** – conflict potential with communities and stakeholders, use and role of private/public security, corruption and ethics and respect for rule of law.

- Human Rights: what are they and how do they impact project – community dynamics. Good practice human rights requirements and implementation, the nexus of security and human rights, monitoring and evaluation - operational readiness reviews
- Strategy: Policy, concept, principles, planning and implementation
  - Alignment with business objectives and deliverables
  - Organisation and management's roles, responsibilities
  - Media policy
  - Due diligence
  - Community and civil society engagement
  - Securing facilities and systems against identified risks. Protection, Deterrence and Acceptance.
  - Definition, design procurement and support
  - Business continuity
  - Counter corruption
  - Incident and emergency managements and crisis response
  - Logistics and supply chain - - the detailed organization, implementation and security of a complex operations
  - Planning, execution and implementation
  - Internal investigation
- Risk Assessment: multi-departmental approach, interconnected risk management method:
  - Risk assessments
  - Environmental, social, security, impact assessments
- Grievance Mechanism – how to respond when things go wrong with the local community
- Information Coordination – understanding indicators and warnings, preventing threats before they materialise
  - Managing Information Feeds: community, government, workforce and peers.
- Scenarios and Role Plays – managing breakdowns in security, handling activist civil society, media, crisis avoidance
  - Scenarios drawn from actual examples

**Dates:**

25<sup>th</sup> – 27<sup>th</sup> February 2020

**Attending this CSR Training Programme will lead to better CSR implementation, including:**

- Better brand recognition for your company.
- Positive business reputation with key stakeholders.
- Operational costs savings.
- Greater ability to attract talent and retain staff.
- Deeper understanding of holistic risk management.
- Maintaining your license to operate.
- Pre-emptive problem solving and increased project resilience.

**Who Should Attend?**

- Executives
- Government Relations Managers
- Country Managers
- HR Managers
- Legal team
- Project Managers
- Construction Managers
- Security Managers

**Price**

\$2,890 per delegate. Multi-booking discounts available.

**Course Director Biography:**

Chris is a specialist risk consultant focussed on the nexus of security and human rights. He has worked across the risk spectrum in support of retail banking in Afghanistan, national parks in the Democratic Republic of Congo and agri-business in Honduras and Guatemala. Sector relevant experience includes an enduring commitment to the Trans Adriatic Pipeline in Greece, Albania and Italy, specifically in the field of managing public security and its interface with host communities.

Previously Chris was part of the Aga Khan Development Network’s (AKDN) International Security Team advising on commercial, philanthropic and faith based enterprises across East Africa, the Middle East and Asia. Assignments varied from investigating fraud cases for an international airline, improving information coordination throughout a luxury hotel chain and devising acceptance strategies for telecoms infrastructure in high threat environments.

Chris began his corporate career in Goldman Sachs’ Office of Global Security delivering protective services in support of the bank’s 26 offices in Europe, Middle East and Africa. He served for 10 years in the British Army and has a post graduate degree in Anthropology.

**Course Outline**

Corporate Social Responsibility and Holistic Risk Management in Oil and Gas Projects				
Serial	DAY 1	Title/Activity	Content	Comment
(a)	(b)	(c)	(d)	(e)
1.	Session 1:  90 minutes  Incl. Break	Introduction.  “5 Ps and Good Governance.”  (ESG)	<ul style="list-style-type: none"> <li>• <b>People</b> – ethnicity, religion, health and safety, gender and inclusivity: host community, workforce, contractors and suppliers</li> <li>• <b>Planet</b> – use of water, land, ecosystems and power. Emissions and pollution.</li> <li>• <b>Partnerships</b> – engagement with local communities, regional and central government, EPCM and affiliates. Working with government: legal structures and agreements, role of state security</li> <li>• <b>Prosperity</b> – economic and financial consequences of project.</li> </ul>	Case Studies drawn from cross the globe: Mining/Agribusiness/Oil and Gas/Natural Resources.  Specific Emphasis on Iraq and Kurdistan.

			<ul style="list-style-type: none"> <li>• <b>Peace</b> – conflict potential with communities and stakeholders, use and role of private/public security, corruption and ethics and respect for rule of law.</li> <li>• <b>Governance</b> - Executive Committee /Board Composition. Approach to invitation to Tender (ITT) requirements, training and monitoring. Commissioning and operational readiness.</li> </ul>	
2.	Session 2 90 minutes Incl. Break	<b>“Human Rights. Looking out – Looking in.”</b>	<ul style="list-style-type: none"> <li>• <b>Defining HRs</b> and their value to Oil and Gas Projects</li> <li>• <b>Requirements and Implementation</b></li> <li>• <b>Upholding and preserving HRs</b> of host community</li> <li>• <b>Attending to HRs</b> of the work force, contractors and affiliates.</li> <li>• <b>Key Risks:</b> Security and Human Rights</li> <li>• <b>Monitoring and Evaluation</b></li> </ul>	Case Studies drawn from cross the globe: Mining/Agribusiness/Oil and Gas/Natural Resources.  Specific Emphasis on Iraq and Kurdistan.
3.	Lunch Break			
4.	Session 3 60 minutes	<b>“CSR Strategy – Developing the right culture.”</b>	<ul style="list-style-type: none"> <li>• Concept, Policy, Principles, Planning and Implementation</li> <li>• Alignment with Business Objectives and deliverables</li> <li>• Top Down Commitment</li> <li>• Community and civil society – stakeholder engagement</li> <li>• Protection, Deterrence and Acceptance.</li> </ul>	
5.	Session 4 60 minutes	<b>Risk Assessment Process</b>	<ul style="list-style-type: none"> <li>• Threats, Probability and Impact</li> <li>• Environmental, social, security, impact assessments</li> </ul>	
6.	Session 5 60 minutes	<b>Risk Assessment Exercise</b>	<ul style="list-style-type: none"> <li>• Project/Departmental teams to self-risk assess using Watchman process.</li> </ul>	Scope for presenting findings to senior management.
Serial	<b>DAY 2</b>	Title/Activity	Content	Comment
(a)	(b)	(c)	(d)	(e)
7.	Session 6: 90 minutes	<b>Holistic Risk Management</b>	<ul style="list-style-type: none"> <li>• The interconnected nature of risk</li> <li>• Securing people, facilities, operations, systems and reputation against identified risks.</li> <li>• Planning, execution and implementation</li> <li>• Business Continuity and Crisis Response</li> <li>• Definition, design procurement and support</li> </ul>	Case Studies drawn from cross the globe: Mining/Agribusiness/Oil and Gas/Natural Resources.  Specific Emphasis on Iraq and Kurdistan.

	Incl. Break		<ul style="list-style-type: none"> <li>Logistics and supply chain</li> </ul>	
8.	Session 7 90 minutes Incl. Break	<b>Supporting Disciplines</b>	<ul style="list-style-type: none"> <li>Internal investigation</li> <li>Media policy</li> <li>Due diligence</li> <li>Counter corruption</li> </ul>	
9.	Lunch Break			
10	Session 8 60 minutes		<ul style="list-style-type: none"> <li>Grievance Mechanism – how to respond when things go wrong with the local community</li> </ul>	
11	Session 9 60 minutes		<ul style="list-style-type: none"> <li>Information Coordination – understanding indicators and warnings, preventing threats before they materialise</li> <li>Managing Information Feeds: community, government, workforce and peers.</li> </ul>	
12	Session 10 Exercise	<b>Student led Case Study : Kurdistan</b>	<b>5Ps as basis of work.</b>	Application of local knowledge and expertise

Serial	DAY 3	Title/Activity	Content	Comment
(a)	(b)	(c)	(d)	(e)
13	Session 11	<b>Final Exercise</b>	<ul style="list-style-type: none"> <li>Scenario based on fictitious state that replicates Kurdistan:                             <ul style="list-style-type: none"> <li>Religious/Ethnic tensions</li> <li>Persecuted minority with oil rich territory</li> <li>Aggressive neighbouring states</li> <li>Ancient cultural heritage</li> </ul> </li> <li>Students will be divided into teams that represent key stakeholder groups:                             <ul style="list-style-type: none"> <li>Corporate management</li> <li>Corporate Security Team/Community Engagement</li> <li>Local Government</li> <li>Environmental NGO/Civil Society/Journalists</li> <li>Hostile community members.</li> </ul> </li> <li>The exercise will be based around inserting a trans-national oil pipeline across a sensitive geographical area. The pipeline will</li> </ul>	

			<p>bisect a region of economic, cultural and religious sensitivity.</p> <ul style="list-style-type: none"> <li>• Each group will have to fight their cause to support or resist the project and justify its position.             <ul style="list-style-type: none"> <li>○ <b>Phase 1</b> Planning and Consensus Building. Identify Risks and offer mitigation.</li> <li>○ <b>Phase 2</b> Construction begins. Protests, work stoppages, corporate management gives press conference. Damage to cultural heritage and environmental concerns.</li> <li>○ <b>Phase 3</b> Time constraints force corporate management to accelerate trenching and pipeline construction. Public security deploy. Allegations of human rights abuses against company. Account manager found to have accepted bribes.</li> <li>○ <b>Phase 4</b> Operational readiness/go live. Escalation in local threat state results in rocket attack against pump station with associated environmental damage.</li> </ul> </li> </ul>	
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