

MS | RISK

BI<sup>FOR</sup> BUSINESS INTEGRITY  
& PARTNERS LLC

Conflict Preparedness  
Obtaining the Social License to Operate



Whether drilling for oil in the Rift Valley, managing a logistics company in Cairo, or prospecting in the Atlas Mountains, businesses in emerging markets must proficiently manage a growing array of conflict risks. These risks are no longer confined to clearly demarcated conflict zones, fragile states and no-go regions. They arise in cities, neighbourhoods and rural regions where businesses operate routinely. The onset of conflict can be sudden, unexpected and hard to forecast accurately. Our experienced consulting teams help clients identify, evaluate and mitigate against operational challenges and protect people, projects and profits.

## Our Services

- Risk assessments incorporating security and humanitarian due diligence
- Business continuity management plans
- Social license to operate and community engagement programs
- Human rights risk diagnostics and impact assessments
- Liaison with and assessment of local security forces
- NGO dialogue and civil society mapping
- Recruitment, selection and training of security providers
- Specialist training and intelligence support
- Forensic investigation services
- Legal risk diagnostics in the fields of corruption, armed conflict and human rights
- Crisis management planning and response:
  - Industrial action and intelligence matters
  - Cross-functional business continuity planning
  - Hostile action support
  - Country evacuation

## Contact

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## Our Approach

MS Risk and BI for Business Integrity combine forces to map your business risks and design risk management solutions. Our teams include security professionals, insurance advisors, lawyers, CSR and community relations experts and business consultants. We work with clients to do initial consulting, risk diagnostics and development of a risk profile for your project, supply chain, region and community.

This creates the foundation for an integrated risk management solution – including a transparent, comprehensive governance process for issues of community relations, relationships with public security forces, anti-corruption, corporate social responsibility and conflict exposure. We work with insurers, re-insurers, banks and institutional investors who require enhanced due diligence for projects exposed to conflict risk. MS Risk is retained as an insured advisor to specialist syndicates of the Lloyd's of London insurance market.

## Case Examples

### Investment Decision Support - Risk Diagnostics

We intervene rapidly with cross-disciplinary teams to map the key risks of future disruption for major capital projects. We focus on the expected socio-political footprint and then review all the "above the ground" conflict risks: local communities, indigenous peoples, public security forces, militias, insurgents, terrorists and criminal networks. We review legal, political, social and security risks. We also review future risks of litigation.

### Enterprise Risk Assessment

A West-African multi-national drilling company sought to instil investor confidence in the management and operations of their organisation prior to floating on the Toronto stock exchange. MS Risk was commissioned by the board of directors to conduct a full enterprise risk assessment to ensure that the standards of operations conformed to local and international law and that the necessary crisis management tools and processes were in place to continue operating in the event of a serious incident.