

Africa Infrastructure Case Study

DISCRETION | FORTITUDE | BRIDGING CULTURES





Salama Fikira is taken directly from the largest Bantu language in Africa – Kiswahili – and adjusted from the phrase ‘fikiria usalama’ which transliterates to ‘peaceful thoughts’, ‘thinking security’ and extends to ‘peace of mind’.

WHAT PROBLEM DO WE SOLVE?

Thousands of large companies together with government and international organisations need to provide physical security and comprehensive risk management to support staff who are conducting operations in locations where the remit of local authorities can be weak.

WHAT IS OUR VISION?

To meet the needs of our clients in their unique situations with solutions which minimise risks, maximises the likelihood of their business success, and instills peace of mind.

HOW DO WE SOLVE IT?

We are a service provider which combines locally based expertise and local experience, delivered with an iron-clad commitment to ethical practices, all managed through transparent governance and in conformance with international business best practice. Our in-house local expertise bridges business, regional and local cultures while applying global best practice governance, standards compliance and independent ethics oversight.

Above: Project and community members alike benefit from community engagement in the Zarara Oil and Gas project.

Front Cover: This child (and her mother) in South Sudan are the beneficiaries of community centric project design and delivery.

What problem do we solve?



Infrastructure sites in Africa require more than fences and guards. Projects, including their security components, are an integral part of the local community. Direct engagement and consultation with the community is a principle which underpins successful safety and security elements and ultimately ensures the overall success of the project.

Salama Fikira has provided site security audit and reviews and contributed to the development and on going delivery of security services to projects across Africa. This collection

of case studies draws on a number of examples which showcase Salama Fikira's approach as well as its experience.

The company's insight and experience draws on its deep East Africa roots. Founded by a Kenyan in 2005, registered and headquartered in the United Kingdom, the company is not only intimately conversant with African culture and business landscapes but marries that with international standards, independent oversight, and third party audit. The latter includes the annual review of its ISO standards compliance, which is currently being extended to include its Environment, Social and Governance (ESG) framework.

This case study includes a sample range of activities which relate to site security operations. Case studies broadly follow the life of a corporation arriving in Africa for the first time, conducting its initial analysis through to engaging the community and building its infrastructure.

Guiding Principles

Regardless of the stage of engagement the following principles apply to all Salama Fikira engagements.

Critical infrastructure projects will happen in Africa regardless of the desires and will of small, impoverished, rural communities. The recent dominance of Chinese infrastructure projects across Africa can demonstrate how not to operate in a considerate, engaged and long-term manner. Conscious of the inevitability of large scale project progression, why do we care about ESG? The moral obligation is clear to us. If we do not focus on the 'S' in ESG and put the community at the centre of a project the community inevitably suffers, and not unreasonably become resentful of the project. In turn the project can be delayed, suffer cost overruns, and otherwise be far less efficient than it might otherwise have been. The 'S' in ESG broadcasts our focus on the community and is a fundamental function of a project's risk management strategy. Recruitment, training and employment of members of the public ensures the community as a whole stands to benefit from the presence of a project. Ensuring that employment is fair and equitable and is grounded in the principles of safety, inclusiveness and empowerment is how organisations with a strong moral compass have the opportunity to make a lasting difference.

COMMUNITY CONSULTATION

This is about actively seeking advice and input from the local community. In Africa this means we are sensitive to not only the organisational hierarchy in a community but also to the matriarchal and other dynamics at play which can be invisible to the casual observer.

COMMUNITY ENGAGEMENT

Ensuring the community derives direct benefit from the business activity. In more mature projects the consultation, engagement and employment all contribute to a benign security environment. Local communities become key stakeholders in the activity and will work to protect a source of economic empowerment. This is especially the case where we have engaged the community chief who has vouched, in writing, for the good character of the personnel we train and employ.

LOCAL EMPLOYMENT

Creating real employment opportunities by providing real training. We do not provide sub standard training simply because we are operating in rural and remote areas. The same international accreditation for graduates of our courses is available regardless of location. Using our training academy and international accreditation capability we provide high quality training which underpins the employment of the unemployed.

LOCAL EMPOWERMENT

Having a say in the design and impact of a piece of infrastructure is an important part of our engagement. We invite input into the design of training, security solutions, logistics plans, communications plans and community education.

IN-KIND BENEFITS

Where we can we design in-kind benefits into our activities. This might be contributions to education and health resources in the community.

Secure Ground Transportation and Journey Management

Initial Phase Case Study

Companies will explore new territories and locations with a view to starting projects or expanding existing ones.

These explorations can include meeting state and regional authorities, engaging with local communities and liaising with enterprises already at work in these areas of exploration. Salama Fikira is extremely well versed in providing this level of service and which includes comprehensive journey management and security in the most difficult areas of Africa but can also include the introductions to government and regulatory and statutory bodies as well.

Throughout 2020, Salama Fikira provided a major Western Australia mining and energy company global travel services and secure ground transportation for their global scoping expedition for expansion into green industry. While this was a year long exercise which included many countries outside Africa the delivery of this service, in the middle of the COVID-19 pandemic, speaks to the capacity of the company to provide well coordinated, high security, relevant, timely and cost effective journey management in support of exploration. Salama Fikira supported Fortescue in 45 countries, at over 65 locations, utilising 320 vehicles, multiple points of accommodation and dining, and coordinated more than 1450 COVID tests.



East Africa Crude Oil Pipeline

Geophysical Survey Case Study



Geological and geophysical surveys require close coordination especially with any of the communities located in areas where the surveys are carried out.

If the area being surveyed has a fragile security environment companies need to take security of their personnel and resources into account.

Salama Fikira supported geological and geophysical surveys over the 1,444km length of the proposed East African Crude Oil Pipeline. Salama Fikira provided security and logistical support to the project including the stakeholder engagement and land compensation

programme, provision of vehicles, labour and specialist personnel, VHF communications network and command centre, journey management, HSE personnel, immigration support and government liaison. 25 drivers drove 825,551 km without Lost Time Incident or Restricted Work Case.

The geophysical survey was divided into two main teams (parties). The advanced party comprised four sub teams including support staff, a total of about 60 people on average. The main party/Acquisition Party was also made up of four sub teams with a total POB on average of 200. Community engagement was an important aspect of the project. The primary responsibility for the team was to make sure members of the communities currently residing within close proximity to the pipe corridor were well informed about the survey.

East Africa Crude Oil Pipeline

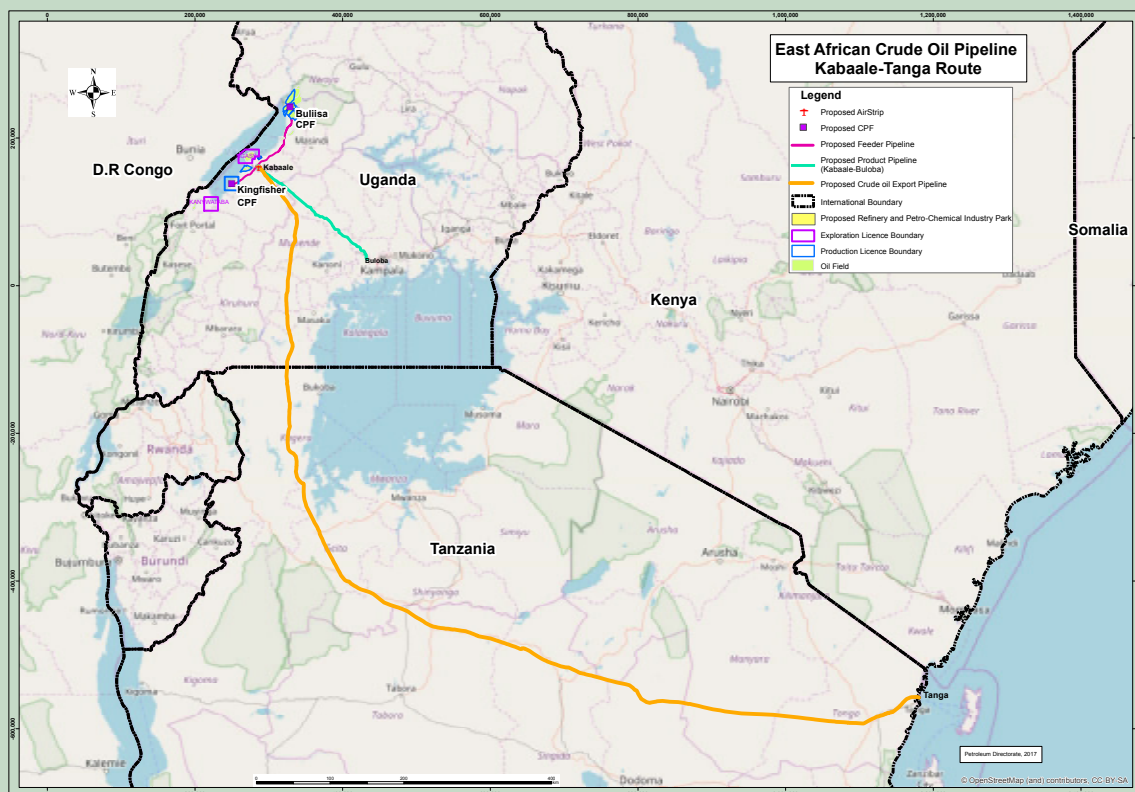
Geophysical Survey Case Study

The engagement also provided the ideal opportunity for communities directly impacted by the project to provide feedback and gain clarification about the project where needed.

Effective liaison with local institutions, respective leaders and authorities both government and traditional was critical, both as representatives of their various assemblies and as key players facilitating their community's informed acceptance and understanding of the project. We engaged a range of people, from Regional Commissioners, to District Commissioners and District Executive Directors, all the way to the Village Executive officers

and Village Chairpersons. The team was also responsible for informing the regional, district and village safety and security committees (Police, through the RPC and the OCD), immigration (through the director of immigration – regional offices) and out to district community development officers.

In Uganda, Salama Fikira was also contracted to conduct a battle area clearance programme to clear unexploded ordinance from the survey area. This element of the project requires specific technical expertise but also reflects the site survey expertise which the company brings to all its projects.



East Africa Crude Oil Pipeline

Geophysical Survey Case Study

SF Group provide a demining team to 'make safe' villages where the pipeline is being placed.'



Zarara Oil and Gas, Kenya

Building Capacity Case Study



Salama Fikira was engaged by Zarara Oil and Gas to provide a holistic risk management solution to drilling operations at a remote and high risk site on the Kenya-Somali border.

The area had been subjected to a long-lasting and at times, high intensity insurgency campaign from the radical, fundamentalist Islamist organisation al Shabaab.

The early risk assessment for the project identified al Shabaab had the capability to penetrate the communities on Pate Island and the intent to disrupt critical infrastructure projects against the Government of Kenya.

Salama Fikira deployed a team of three security advisors, two trainers and several

administrative staff to recruit, train and employ a security force of 40 security officers from the local community. Initial training was via the company's international accreditation mechanism and conformed to UK Security Industry Authority (SIA) standards. This meant the qualifications were transferable after the project concluded.

The newly qualified security personnel were then deployed to support the project and were augmented by members of the Administration Police due to the nature of the threat on the island. The presence of the local security force ensured the community had a vested interest in the project. The community provided a valuable 'intelligence buffer' and reduced al Shabaab's freedom to operate in proximity to the project.

The project ran for over eighteen months and suffered zero security related incidents throughout.

After the project demobilised, the security force were, for the first time, able to seek employment on the mainland, ensuring the qualifications they gained were put to long-term use.

Zarara Oil and Gas, Kenya

Building Capacity Case Study



The project focus was on building capacity and creating employment as well as providing security. The family and community benefit was significant.



Employment opportunities are open to everyone in the community without bias to gender or status.

Pate Island, Kenya



Zarara Oil and Gas, Kenya

Building Capacity Case Study

Zarara Oil & Gas Limited

Suite 214 Madonna House Westlands Road, Nairobi – Kenya

Tel # +254 722 873 052

Registered as a branch in Kenya under a Certificate of Compliance No CF/2011/48829

TO WHOM IT MAY CONCERN

20th December 2018

This letter is to confirm that Salama Fikira have been engaged by Zarara Oil and Gas Limited ('Zarara') a wholly owned subsidiary Midway Resources International for the provision of security and risk management services since October 2017. Zarara is Operator and holds a 75% working interest in Blocks L4 and L13, predominantly located onshore Kenya, Lamu County.

Salama Fikira provide both remote site static and mobile security services on the island in a very professional and efficient manner and there is a good understanding of our needs and balance. As part of the contract they have recruited, vetted and trained more than local community guards which has had a very positive impact on our relationship with the community and in terms of delivery of our commitment to them to employ and train as part of our drilling programme. The training is first rate and will stand the guards in good stead in securing jobs elsewhere in Kenya.

Salama Fikira also provided a small team Field Security Advisors who have effectively managed the contracting of the Administration Police contingent assigned from the government to this project.

Salama Fikira are a professional security and risk management provider and I would have no problem in recommending them and continue to engage them.

Yours sincerely



Austen Titford
Chief Operating Officer



Avana Resources, Kenya

Community Engagement Case Study

The primary responsibility in this project was to provide static site security for Avana Resources at their gold mine in Sirongo, Siaya County, Kenya. The main provision of services was through the utilisation of a community guarding project. Salama Fikira deployed a team of two trainers to the site where they interviewed, vetted and trained 14 unemployed members of the local community.

Personnel successful in passing the course are employed as Salama Fikira Kenya Community Guards. They are salaried employees and receive all of the same benefits of other Salama Fikira staff. Salama Fikira certifies all qualification to international standards through Highfields International.

Training courses included the L2 Security Guard Course, First Aid at Work, and Fire Safety which leads to the HABC Level 2 Award in Security Guarding within the Private Security Industry (QCF).

Subjects covered in the Security Guarding include roles and responsibilities of a security officer, patrolling, security systems, communication, reporting and record keeping, avoiding and reducing personal risk, defusing conflict and learning from conflict.



Formerly unemployed, these students graduate as community guards with internationally recognised qualifications.

Avana Resources, Kenya

Community Engagement Case Study

The Company deployed a Salama Fikira Security Systems specialist to conduct the assessment, procurement and installation before handing over the monitoring to Salama Fikira Operations.

The tertiary responsibility of Salama Fikira in this project was to assist the client map illegal trade in the region. This activity is an active contribution the company makes to the local community in addition to the employment of the guards.

Once the community guard force was trained and equipped they deliver security services under the operational management of Salama Fikira Operations Nairobi. Due to the distance between Lake Victoria and Nairobi, Salama Fikira Operations engage a local senior Salama Fikira asset in the region to conduct weekly spot-checks and who is on call to respond in the event of an incident. The team operate under the existing Salama Fikira Level 2 Guarding SOPs in accordance with ISO 18788.

The HABC Level 2 Award in Emergency First Aid at Work (QCF) includes the following modules:

- ~ DRABC + Secondary assessment
- ~ Recovery Position
- ~ Seizure
- ~ CPR – Adult, Child & Infant
- ~ Choking – Adult, Child & Infant
- ~ Treatment for external bleeding and the treatment for hypovolemic shock
- ~ Treatment of fractures, dislocations, sprains and strains
- ~ Treatment of head injuries
- ~ Treatment of chest injury
- ~ Safe use of an AED

HABC Level 1 Award in Fire Safety includes the following modules:

- ~ basic fire safety in the workplace
- ~ the principles of prevention and control of fire in the workplace
- ~ actions to be taken in the event of a fire.

The secondary responsibility on site was to provide CCTV procurement, installation and monitoring on behalf of the client.



Students undertaking the HABC Level 2 Emergency First Aid.

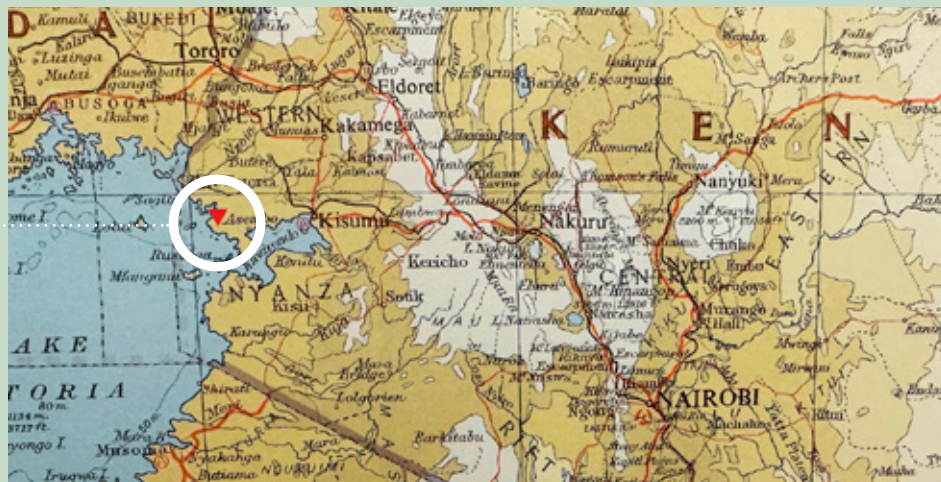
Avana Resources, Kenya

Community Engagement Case Study



Security guard trainees attend their first day of training.

Siaya
County,
Kenya



Avana Resources, Kenya

Community Engagement Case Study



Above: Everyone in the community has the same opportunity to be trained and gain employment. In this project 30% of the trainees were women.

Below: Students celebrate successful course completion and their graduation.

How do we do business?

We do not apply template solutions, but use our wide experience to tailor a solution to the needs of the specific client. That helps us ensure every client receives precisely the right risk management solution appropriate to their situation and to their needs.

This tailored approach reflects a well-tuned sense of customer needs and a well developed emotional intelligence capable of helping businesses bridge corporate as well as local cultures. The approach is grounded in deep experience built by team members living and managing real risk management in high pressure, unstable and ambiguous environments.

We have established a structure for overseeing risk, delegating responsibility to teams and overseeing the designation of senior leaders responsible for risk management. The Compliance Team, under the guidance

of the Board, oversees the company's compliance program and escalates any significant issues.

Our executives refer their business governance to our Board of Directors if required. In turn the Board of Directors has recourse to an active and involved Ethics Committee led by Lt Gen (Retd) Sir James Dutton KCB CBE, which reviews all business propositions escalated to it for review.

STANDARDS AND CERTIFICATIONS

ISO QMS 9001:2015
ISO 18788:2015
ISO 28000:2007 WITH ISO 28007:2015



MEMBERSHIPS AND ASSOCIATIONS

Founding and Certified Member of ICoCA
British Safety Council (BSC)
Participant of the UN Global Compact
Cyber Essentials – National Cyber Security Centre

Thank you

Zarara Oil and Gas security infrastructure constructed as part of the overall project.

For any questions or follow up, please get in touch via www.sf-group.co/contact

SF
GROUP