



# Surety International

December 2009

Volume 1, Number 7

## In This Issue

- Threat Analysis
- Pakistan Situation
- Minefields
- Road Missions
- New Tracking Devices
- Proposed Security Survey
- Our Blog Site

## Contact Us

[www.suretyinternational.com.au](http://www.suretyinternational.com.au)

[enquiries@suretyinternational.com.au](mailto:enquiries@suretyinternational.com.au)

## Blog – Intelligence Chatter

[www.suretyinternational.wordpress.com](http://www.suretyinternational.wordpress.com)

### Opt Out

Surety International respects your right to not receive any further email from us. If so please reply to [enquiries@suretyinternational.com.au](mailto:enquiries@suretyinternational.com.au) with the Subject Header – **Opt Out** and your address will be deleted from our database.

Surety would appreciate, if appropriate, you forward this email to someone else in your organisation who may wish to receive this information

## Caven Tootell

### Director

Surety International

Rydalmere Business Centre,  
NSW, Australia, 1701

Tele: +61(0)2 8812 5612

Cell: +61(0)401 698 646

## Conducting a Threat Analysis

A simple approach consists of listing identified threats, prioritising them, mapping known incidents, and analysing trends.

### Listing threats

List all threats you and your organisation face in your environment, e.g. kidnap, burglary, arson, theft, mines/IED, shootings.

### Priority ranking

Rank each threat in priority order –

- Which ones occur regularly?
- Location - different provinces/districts or cities may produce a different ranking.
- Vulnerability. There is not necessarily a single 'risk profile'. Someone with experience in the military as well as in country may have a different level of tolerance of risk, as opposed to someone inexperienced in a hostile environment.

### Mapping of Incidents

An easy tool is to maintain an 'incident map' with pins or marked sites. The more complete the record of incidents, the more useful it will be. In past projects we have backed this up with a simple Excel or Access database of incidents we know of. This can be collated from partner organisation, Google News searches, local newspapers etc.

### Trend analysis

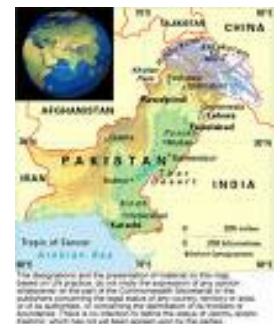
Surety uses what is called an Indicator & Warning Matrix to show trends (*see Newsletter 5 Oct 09*). For example in the first month of a new project what were the levels of threats you consider to be the norm, or acceptable for you to conduct your operations? Then by watching the totals for every subsequent month you can quantify whether the situation is escalating in danger to your staff. This is an excellent tool to set your own triggers for action – when to recall staff, when to evacuate, or if incidents are decreasing, possible moves into areas previously considered too risky

You should, however, have someone experienced with this type of work to assist in analysing the figures – there may be other factors at play, for example, weather may influence hostile elements and incidents of attacks could be decreased simply because of cold weather.

## Pakistan Security

The security situation in Pakistan is reaching a strategic point with the campaign against the last major Taliban region in South Waziristan. This will have a flow-on effect on terror attacks in the country. It is considered unlikely, though, that the military will be able to destroy or render ineffective any cells in the country.

The majority of attacks are carried against government related targets although there remains a risk to internationals through opportunistic attacks or simply being near to a government target. From our observation of attacks which have killed or injured



**Email:**

[Head Office,  
Sydney](#)

[Brazil](#)

[Melbourne](#)

[Pakistan](#)

**Surety's Blog**

[Security Intelligence Chatter](#)

We have recently launched our Blog Site so please check it out and add your comments on any posted articles. This has been driven to establish a quick method of posting and adding low level comment on security issues in regions Surety operates projects. When possible we also add 'out take' on an incident – our own analysis of what we think is really occurring. This may be controversial but does spark some other comment and thoughts which we highly appreciate.

Just click on the Red Header to go straight to the Blog.

innocent Pakistanis in open public areas, this has hardened attitudes against the Taliban. This is in fact a significant factor in the centre of gravity with the Taliban and drives a deeper wedge between them and the people it purports to represent.

Key indicators which may warn of an escalation of security would be public persons – government, opposition, mosques etc, actually speaking out against international involvement in Pakistan – recent 'reported' drone attacks attributed to the US will only add fuel to this flame

Another collateral outcome may be the increased pressure on President Zardari's government, who, outwardly anyway, seems to have little actual control on major political stakeholders. Whilst there have been 'rumours' in the press of possible coups, we do not believe this, even if it transpired, would probably not deter the current operations against the anti-government forces.

---

## Minefields



Minefields may not always be marked by official signs. If you are in an area where mines have or COULD have been used you need to develop a level of situational awareness to the threat. In most areas locals often develop their methods and signs for marking dangerous areas. These techniques can vary greatly with no rules and maybe only obvious to the locals. Nonetheless there are some characteristics which you should watch out for including:

- Small piles or circles of rocks;
- Rocks laid across a path;
- Sticks which have been tied together, then placed across a path;
- Signs which have been cut into the bark of a tree;

There are numerous indicators of a minefield which you should be aware of;

- Some obstacle on the road, forcing you onto a pathway to circumvent it – possible mined.
- Depressions or mounds in the soil
- Dead grass and freshly turned soil
- Craters for exploded ordnance
- Patches of new growth – often a metal mine will allow more water to condense and hence feed plants
- Dead animals

Always when in a new area ask the locals about danger areas and what they know about warning signs.

---

## Road Missions

### Preparations

- Get an updated brief on the security situation and rules for the area.
- Always make sure that you have local and updated information about the area you are going into; about the people; local risks; culture; and local boundaries.
- Always ask about the risks and if somebody tells you that an area is dangerous, believe him or her. Do not take unnecessary risks.
- Leave a route card 48 hours before travelling.
- Conduct control on vehicle and radio system.



- Rehearse actions on procedures and instruct the drivers what to do in different situations, use code words if unable to communicate in the same language.
- Check spare tyres, jack, medical kit, tow rope
- Prepare a grab bag.

#### Travelling

- Travel in two or more vehicles when possible.
- Assign a convoy team leader.
- Mix people with different ethnic backgrounds in the vehicles.
- Have a radio in each vehicle and maintain communication between vehicles.
- Send Location stats or call in to your radio room periodically.
- Be at the destination one hour before sunset.

---

## New Tracking Devices

Surety maintains a close watch on technological development in the security industry. While we have used certain excellent systems in the past to track staff and vehicles with emergency in duress alarms, we are currently trialling several systems which will reduce the overall costs – and hence our operating monthly charges – significantly. If you are interested in looking at something in the near future then please contact us, otherwise when we have finished our trials we will advise on the outcomes.



---

## Security Survey



Surety is currently building an International Security Survey tool for dissemination to addressees. Our intention is to email a Level 1 Survey in PowerPoint format, which will be followed up by a more detailed document which will build a risk based score for all respondents.

Our researchers will tabulate all incoming replies and build what we hope to be a good baseline from a variety of organisations, which will be built into a research report and disseminated to our database.

Naturally all personal identifiers will be removed and only country/region based data will be analysed.

---