



# Surety International

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## In This Issue

- The Risk Matrix
- Yemen Situation Update
- Country Situation reports
- Evacuation Plans
- Threat Warning Guidance
- Short Term Security Managers
- Crisis Plan Reviews

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## The Risk Management Matrix

Follow a threat from the left, through impact and likelihood, to resultant risk. Then there is a column for risk mitigation what we are doing to lower the risk and finally a resultant risk to us from that threat

### Mitigating Risk

How you propose to mitigate your risk encompasses a wide range of things and is outside the scope of this paper. Remember the following principles, risk can be mitigated by:

- **Avoiding** the risk by deciding not to proceed with the activity likely to generate risk (where practicable),
- **Reducing** the likelihood of the occurrence,
- **Reducing** the consequences,
- **Transferring** the risk to another agency
- **Retaining** the risk. Tolerance of the risk is based on an assessment of the cost/effort of risk mitigation and the costs of rectifying the potential consequences versus the opportunities afforded by taking the risk

**If your risk mitigation plan does not do one or all of these, then it is not a risk mitigation plan.**

### Assessing Risk

Having completed the Risk Matrix, the process does not end there. It needs to be continually revised:

- When major security events occur
- At least monthly
- For each project
- For each geographical area of operation
- Or when in doubt

Bear in mind, that the risk matrix will only give you an idea of your risk environment if the information that is going into it is updated.

### Indicators and Warning Matrix

Your Risk Matrix is a reliable tool for the planning and monitoring of projects and operations in any given environment. However, an additional aid to this is the Indicators and Warnings Matrix. Put simply, it is a predetermined

collection of events that if they have occurred, should lead you to consider adjusting your risk rating.

As to Indicators and warnings, the above are representative only. You will need to devise your own I and W with your national senior management, using the best local experience you have.

To summarise:

- Collect information
- Collate it a spreadsheet that can be sorted
- Use the spreadsheet to assess the most important security threats to you
- Create a Risk matrix that uses:  
*Security threat + Impact + Likelihood - Mitigation = Security Risk*
- Monitor your risk using an Indicators and Warnings matrix

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### Yemen - Situation Update



Since its emergence in January 2009, al Qaida in the Arabian Peninsula (AQAP) has developed into a lethal organisation with a reach outside of national borders.

There has been an increasing rise in attempted terrorist attacks based out of Yemen on Airlines. Responsibility was claimed by AQAP.

Internal Yemen issues driving the unrest are:

- an increasing number of crises, including looming economic collapse, weak governance, and internal instability
- the central government in Sana'a does not have full control over the country
- there is a deepening secessionist movement in the South.

Yemen has a long history of terrorism and extremism. Religiously and socially very conservative, a large number of Yemeni nationals fought against the Soviet occupation of Afghanistan in the 1980s. Following the conflict many resettled in Yemen, including non-Yemenis who were unable to return to their own countries.

In recent years, there has been a significant increase in attacks. In 2007 a car bomb killed eight Spanish tourists and their local driver in Marib. In 2008 two Belgian tourists were shot and killed in the east. That year there were also several attacks inside Sana'a, including mortar attacks on the US embassy, a western housing compound, Italian embassy and Yemeni Customs Authority, as well as attacks in Sana'a against the offices of a western oil company and a restaurant frequented by westerners.

In September 2008, the US embassy in Sana'a was attacked again with two car bombs. Ten people were killed. The shift to attacks within previously secure Sana'a was of great concern.

An influence here was that the security situation in Saudi Arabia had improved, and al Qaida operatives sought refuge in Yemen. In 2009, a video announced the merger of the Saudi and Yemeni affiliates of al Qaida.

Throughout 2009 the attacks intensified. Four South Korean tourists were killed in a suicide bombing in Hadramout and a suicide bombing in Sana'a targeted the South Korean motorcade of the victim's family members as they headed to the airport. In April, Saudi authorities announced the capture of 11 fighters who had crossed into Saudi Arabia from Yemen.

On Christmas Day a new explosive compound which could not be detected was used in the attack on a Northwest Flight 253, with AQAP claiming responsibility.

Throughout 2010, violence has continued, including the April attempted assassination of the British ambassador. Since May, approximately 38 Yemeni intelligence and security officers have been killed in what seems a coordinated campaign.

AQAP's primary targets continue to be foreigners and tourists, energy infrastructure, and the government security services that are pursuing it.

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## Country/Region Specific Security Alerts and Updates

Surety International provides intelligence, security and risk expertise to companies and organisations operating in high risk environments. We are experienced and large enough to have world class analysts for almost every medium to high risk environment in the world. We also pride ourselves on being small enough to be client focussed and to concentrate on providing our clients exactly what they need in support of

their business and operations. We constantly are adding to and fine tuning this source of knowledge so that every client actually has a bespoke product and service suited to them alone. On a weekly basis we produce a country specific alert of activities and our analysis on an area, as defined by the client. This is also complemented by our 'push' intelligence practice of, after client discussions, ensuring incidents which require immediate notification are acted upon, and providing instant alerts for mission/business critical incidents.

The Reports can be delivered via email to as many addresses as the client wishes and are usually weekly. The reports will address:

- Threats and Risks
- Incidents which have an impact on your operations
- Analysis on what the incident come mean in the broader picture of your environment along with recommendations on changes to profiles and movements if required

Contact us for sample reports pertinent to your operations along with a low cost quote starting at USD250 per month.

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## Evacuation Plans

Your organisation should have one person who is responsible for establishing evacuation plans, which must be agreed, briefed to all and tested.

Evacuation plans can be divided into:

- **Semi-evacuation** - in case of general threats – for example an election which in the past has caused untargeted attacks/riots – a precaution to reduce personnel numbers to a skeleton team.
- **Full evacuation** - when there is enough time for the whole team to evacuate in an orderly manner and take all the equipment, vehicles, etc., with them. Must include as much ‘wrapping up/handover of work as possible.
- **Emergency evacuation** - when there is time for the team to take only the most necessary equipment and vehicles. Particular attention must be paid in the plans to have triggers which the responsible person monitors and makes sure necessary steps are taken – e.g. Fuelling of vehicles, visas for border crossings, planned evacuation routes etc
- **Hunkering Down** –in Situ plans for situations when it is either too late or too dangerous to move.

Grab Bags should be a mandatory item maintained by all, staff while stationed/working in hostile environments – simple seemingly innocent situations can and have escalated into crisis situations – often outside of what a westerner can culturally understand or pre-plan for.

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## Threat Warning Guidance

The basis for all security measures should be situational awareness. The organisation as an entity and its staff must be aware of the threat and the need for personnel to take ownership of their own safety and how their actions could put others or the organisation at risk.

Terror attacks follow some basic steps – as detailed in our Newsletters of January and February 2010. Situational awareness is one of your greatest assets to interdict this cycle. It can also protect you from incidental incidents like Mine/IED awareness.

If you are unfortunate to be involved in a disaster, then preparedness will assist you in negotiating those initial critical moments of confusion, disorder and general mayhem. Your Crisis & Emergency Plans if well developed, briefed and trained will provide you skills and assets to negotiate you safely out of the situation. This could be having documentation and money on you, maps to let you know where safe houses are or safe routes, if you have tracking devices then communications with your emergency team who can give you support and guidance.

All of this is only available when you have good planning and awareness supported by a team well versed in crisis management and the prevailing situations in your immediate area.

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## Short Term Relief Security Manager Service

Surety's new Security Management service – Relief Security Managers has found a much needed niche amongst international development organisations. Our Locums can cover your security functions for leave periods, unforeseen illnesses, emergency absences, periods of heavy workloads, etc.

We have several expatriate Security Managers who have experience with International NGO and multinationals across almost every conflict area. Surety offers the services of these managers to organisations who have a short term gap in their coverage or need some additional help. We can have these people on site with you anywhere in the world in just a few days – even if your need is only for 1 week.

Our Locums can and will;

- Continue implementation and management of current security procedures
- Independently review current standing
  - Security Orders
  - Crisis & Emergency Plans
  - Guard Orders
- Report directly and exclusively to your Country/Project Manager
- Offer complete transparency in our work
- Guarantee non-disclosure of your operations to any 3<sup>rd</sup> party

Contact us for more information –

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


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## Vital Plan Reviews

In an emergency, the safety and protection of people is paramount, although under this operations need to continue effectively. The crucial issue for senior management is being able to identify when an incident has developed from something that line management can handle, to something that is a crisis; a crisis is something that potentially damages your reputation, business continuity or creates liabilities.

Ultimately Risk/Issue Management, Crisis/Emergency Management and Business Continuity Management/Disaster Recovery requires very specific skills in terms of management. This has become all the more important with liability that may result from an inability to prepare for, and manage, crises and emergencies.

Surety assists companies and organizations to develop and maintain Crisis, Emergency and Business Continuity Management capabilities in a few short days of intensive work, including workshops, presentations and policy development.



Ultimately Risk/Issue Management, Crisis/Emergency Management and Business Continuity Management/Disaster Recovery must be a seamless management continuum across all lines of business.

Our specialists can review, train and support future Crisis planning in just a few short days of intensive work, including workshops, presentations and policy development.

If you feel you have a need to review your current contingency planning or have never 'thought about it' before, contact us for a no obligation proposal.

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