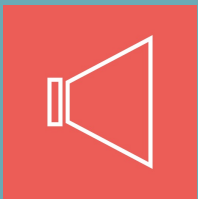


# Journey Management in Lebanon



# Welcome

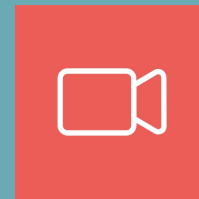
Our event will start shortly.  
Please make sure of the following:



Your  
microphone is  
set to mute



Your chat is set  
to Everyone



Your camera is  
switched off



You have a drink  
and are sat  
comfortably





# REGIONAL SECURITY ADVISOR NETWORK

## Full-time embedded advisor



- Medium to High-risk country with project office or multiple sites
- Project conducts significant travel outside capital city

## Part-time in-country advisor



- Medium to High-risk country
- Limited travel outside of capital city with project office

## Regional Support

Fly-in fly-out  
type project



- Medium to High-risk
- Fly-in fly-out type project
- Travel Overwatch support



Fully supported by an international HQ based in the UK



Scalable to meet client needs



Cost-effective – reduced HR burden of employees



Flexible – recruited and trained for specific tasks – 4 week leadtime



Maintains international duty of care best practice



- Threats & Risk Assessment
- Planning & Contingency
- Mitigation Measures



# The threats – Beirut

## Risk Ratings

Road Traffic Accident	<b>MEDIUM</b>
Environment & Infrastructure	<b>HIGH</b>
Kidnap	<b>LOW</b>
Terrorism & Political Violence	<b>HIGH</b>
Civil Unrest	<b>HIGH</b>
Crime	<b>LOW</b>
Medical	<b>MEDIUM</b>



## Security Risk Assessment – Beirut, Lebanon

Risk Ratings	
Road Traffic Accident	MEDIUM
Political Violence	HIGH
Kidnap	LOW
Civil Unrest	HIGH
Crime	HIGH
Environment	LOW
Medical	MEDIUM

**Road Traffic Accident**

- The RTA risk in Lebanon is a higher than western averages, primarily due to lack of awareness and reckless driving, as well as poor road maintenance, damaged road signs, and poor road lighting in some areas.

**Political Violence**

- For almost a year conflicts occurred between political parties what has led to a non formation of a transitional government to save the country from an economic collapse.
- Hezbollah is the only party in the country that is heavily armed their for a risk of a new civil war is minimal.
- Sanction were imposed on some Hezbollah member by the US because of their link to Iran's backup for this party and it's financial arm.

**Kidnap**

- In recent years, the risk of kidnapping has remained low in Beirut. Outside of the capital the risk increases, particularly in Beqaa.

**Civil Unrest**

- Since October 17 2019, civil unrest has been a common occurrence in the city in response to the country's dire political and economic situation. Police and protester violence frequently occurs, with use of tear gas and rubber bullets often used when protests escalate.
- Damage to public and private property by protesters is common.
- Governmental subsidies on food, medicine, and fuel are not sustainable and much of the population will soon struggle to afford those basic essentials. As a result, further escalations of civil unrest are expected in the coming months.

**Crime**

- Violent crimes are rare in Beirut. Most crime is petty and opportunistic, and theft is common.
- Due to the current state of Lebanon's economy, crime rates are likely to increase with the rise of unemployment and poverty. It's likely that internationals and those working for international organisations will be key targets due to their perceived wealth.

**Environment and Infrastructure**

- Power outage is one of the issues that are struggling.

**Medical**

- Hospitals in Lebanon are combined with aftermath of conflict close to capacity and there are shortages of medical supplies.
- Hospitals are upgrading their facilities.

**COUNTRY RISK RATING**

**MEDIUM**

Lebanon is assessed overall as **MEDIUM** risk.

The analysis identified **5** key safety and security risks in Beirut, including:

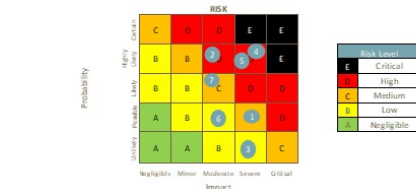
**3 HIGH** risk: Road Traffic Accident; Terrorism & Political Violence; Kidnap

**2 MEDIUM** risks: Civil Unrest; Crime;

All risks were subjected to a vulnerability analysis and identified a series of mitigation measures for each. The recommended mitigation measures are included in this report.



## Risk Matrix



Threat Scenario	Impact	Probability	Risk
1. Road Traffic Accidents	4. Severe	2. Possible	Medium
2. Environment & Infrastructure	3. Moderate	5. Highly Likely	High
3. Kidnap	4. Severe	1. Unlikely	Low
4. Terrorism & Political Violence	4. Severe	4. Highly Likely	High
5. Civil Unrest	3. Moderate	4. Highly Likely	High
6. Crime	3. Moderate	2. Possible	Low
7. Medical	3. Moderate	3. Likely	Medium

Rating	Risk Level Description
Critical	Ongoing OP&M operations are unsustainable and projects may be suspended for indefinite periods. Travel into a black area is only allowed in exceptional circumstances (critical programming or staff evacuation). This stage is declared by the HQ Oxford Mt and left in consultation with the GSM. If the risk is country wide, all international staff should be evacuated and national staff relocated to the safest area within the country.
High	Only essential operational travel should be considered and operations may be suspended at short notice. This stage is declared by the Country/Project Manager in consultation with the GSM and HQ Oxford Mt. The Country/Project Office must temporarily relocate all non-essential staff to safe areas & be prepared to hibernate operations. If the risk is country wide, non-essential international staff and dependents should be prepared to evacuate at short notice. National staff should be given the opportunity to relocate to home, or safe areas.
Medium	There must be specific planning to mitigate identified security threats; there may be strict operational and travel restrictions on OP&M staff at times. Travel into the country may be restricted by the Country/Project Manager for period of time. Essential staff have been identified and some non-essential staff may be relocated from affected areas.
Low	Standard Operating Procedures (SOP) are in place to manage security and there may be some operational and travel restrictions placed on staff.
Negligible	Normal security precautions for operations and travel are required.

Rating	Description of Probability
Certain	Will occur / on-going active threat
Highly Likely	A very high probability of occurring
Likely	A high probability of occurring
Possible	A reasonable probability of occurring
Unlikely	Unlikely to occur

Rating	Description of Impact
Critical	Death or severe injury, loss of vital equipment, critical costs / bankruptcy cancellation of activities
Severe	Severe injury or possible death, loss of important equipment, severe costs to the programme major disruption of activities
Moderate	Injury, loss of equipment, moderate costs to the programme delays in activities
Minor	Possible injury possible equipment minor costs limited delays in activities
Negligible	No or minor injuries, no or minor loss of equipment, negligible costs, minor disruption to activities



# Threat – Terrorism & Political Violence

Terrorism & Political violence is assessed as HIGH risk

- Hezbollah remains the main armed group.
- Government formation deadlock exacerbates political tensions.
- New civil war remains unlikely







# Threat – Civil Unrest

- Civil Unrest is rated as High.
- Several issues can trigger protests in Lebanon:
  - High inflation rate
  - People are not being able to withdraw money from banks
  - Beirut port explosion
  - Political Gridlock (Non formation of a government)
  - Limited supply on fuel and medicine



# Threat – Medical



- Well equipped medical facilities and well-trained doctors.
- After October 2019, doctors are lured away by the hope of better salaries and a future.
  - Beirut port explosion
  - Economic hardship
  - COVID-19
- New challenge: shortage of medical supplies





# Journey Management



Using your chat boxes please give me your thoughts on:  
**“What are the key things you need to consider prior to making a journey?”**

# Key Considerations



- Location
- Route
- Vehicles
- Communications plan
- Reason for travel

# Vehicle Considerations



Using your chat boxes give me your thoughts on the following question.  
**“When thinking about your vehicle what are the key safety features of a vehicle?”**

# Vehicle Considerations



- Seat-belts
- Maintenance schedule
- Tyres
- Door locks
- Windscreen
- Lights



# Route Considerations



Using your chat boxes, give me your thoughts on the following:  
**“What are the key things we should consider when selecting a route?”**

# Route Considerations



- Traffic
- Route condition (street light...)
- Alternative routes
- Protest or roadblocks
- Fuel supply

# Journey Management – Key Takeaways



- Identify the Threats – PREVENTION
- Assess the Risk – PREVENTION
- Implement mitigation measures – PREVENTION
- Develop Emergency Response Procedures for each of your key Threats – PREPARATION
- Train and Rehearse your Emergency Response Procedures – PREPARATION

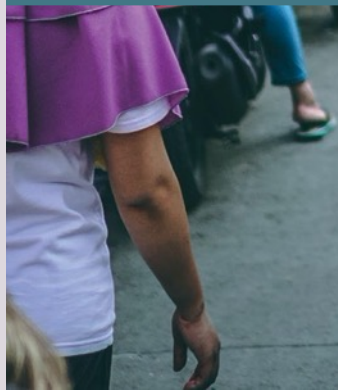
## Our Background

Developed over the past 10 years, our bespoke services and tools enable companies and NGOs to reduce risk, respond to critical incidents, and meet their Duty of Care and safeguarding standards for staff and contractors.

Led by Lord West, the former UK Minister for Security and Counter Terrorism, our team has a vast amount of corporate, international development, and military experience. We have an in-depth understanding of local and global security threats. This high-level security expertise, enhanced by our localised footprint, sets us apart from other providers.

Spearfish has also established Spearfish West Africa and Spearfish South Asia. Having a permanent team across both these regions ensures a continuous and stable presence. We are closer to client operations which, in turn, provides a more direct level of support for security planning, operations management and incident response.

Our UK head office adds capacity to our advisors, leveraging our international experience to inject a deeper pool of knowledge to supplement pragmatic workable solutions for our clients. Spearfish ensures the highest international standards to our customers, delivered by our local experts.



## What we do

Spearfish not only takes into consideration the location of a client, but also makes sure we understand the type of organisation that we are working with.

Our Support reinforces and compliments your organisation's processes and needs. We empower and enable you to deliver effectively, using an approach that is sensitive to context. Our facilities and transparent cost structure enable a high level of cases with cost control. Each product is grouped into three tiers to give a scalable level of service. Each product is grouped into three tiers to give a scalable level of service. We also offer a subscription service which includes, location specific news alerts and Newsletters, Interactive and access to our online Security Risk Assessment Library and Interactive live Map.

## Key services

- Risk Analysis and Design**  
Our bespoke analysis methodologies help you understand the local environment and put the appropriate plans and contingencies in place to facilitate delivery in complex environments.
- Environmental Training**  
Different environments require varied levels of preparedness. Our Travel Safety and HEAT courses, both Virtual and Practical, focus on the skills required to stay safe in a country of interest.
- Operational Support**  
Our embedded consultants provide an enduring solution to your risk management needs, allowing organisations to meet their duty of care obligations in a cost-effective way.
- Crisis Response**  
Our Crisis Management services enable you to prepare for, and respond to, incidents and to keep your crisis management processes fit for purpose.



“  
**No two companies are identical and much of our training involves a combination of these services to best suit our client.**  
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