



# *Security Concerns for Overseas Business Operations*

---

June 2019

**Andrew Ziegler**

Analyst, Overseas Security Advisory Council  
Department of State



# Security Concerns for Overseas Business Operations

## Analysis

- Role of threat assessments
- How do you use them?
- Relationship with analysts – are they integrated?
- Actionable or non-actionable or not important
- Pre-Departure Briefings vs. continuous evaluation

Overseas Security Advisory Council (OSAC) Risk Matrix | Winter 2018

### Overview

COUNTRY:	Last assessed:	Updated by:	Version:
----------	----------------	-------------	----------

Travel Advisory Level	Resource	Website
Choose from the options below	State Dept. Travel Advisory <sup>1</sup>	
	Consular Affairs Country Page <sup>2</sup>	
	OSAC Crime & Safety Report #1 <sup>3</sup>	
	OSAC Crime & Safety Report #2	
	OSAC Crime & Safety Report #3	
	Nearest U.S. Embassy / Consulate <sup>4</sup>	
	Country dialing prefix	
	Currency / exchange rate	

USG Danger Pay differential <sup>5</sup>	USG Hardship differential <sup>6</sup>	Accompanied / unaccompanied
--	--	-----------------------------

Travel		Operations			
Location(s) of short-term travel		Location(s) of operations			
Airport(s) used		Type of operations			
Hotel(s) used		Size of workforce in-country	Total	U.S.-based staff	Third-country staff

Emergency contact info	911 equivalent	Police	Fire	Ambulance	Nearest police station (or safe haven location)
Location 1					
Location 2					
Location 3					

Non-emergency contact info	Point of contact	Office phone	Cell phone	Email	Address
Local / regional office #1					
Local / regional office #2					
U.S. office					
Nearest U.S. Embassy / Consulate					
Contract security provider					
Other					

Overview Crime Terrorism Civil Unrest Environment Health Op/Info Sec Guidance

Produced by OSAC's Research and Information Support Center (RISC) 1



# Security Concerns for Overseas Business Operations

## The Intelligence Cycle

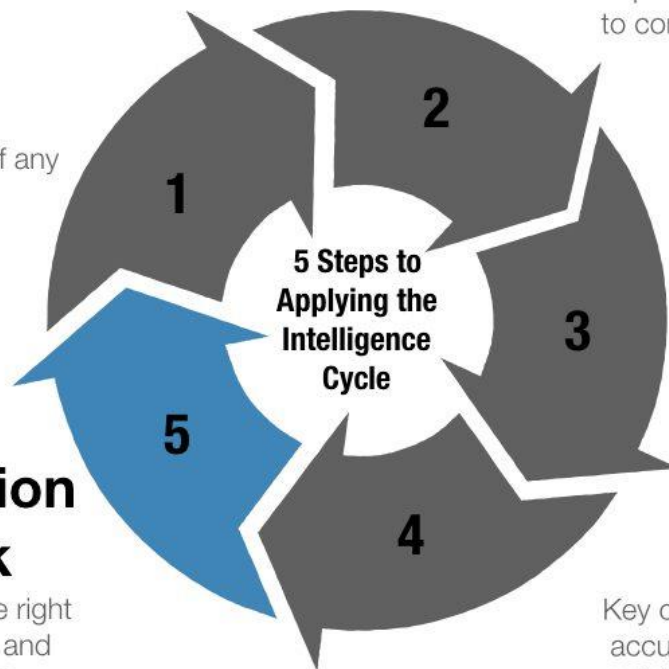
Facilitates well-informed business and security decisions about risks to your brand, reputation, people, infrastructure, and partners.

### Planning & Direction

Critical to the success of any intelligence program.

### Dissemination & Feedback

In the right format, to the right hands, at the right time, and through the right medium.



### Collection

Helps determine where and how to conduct data acquisition and information gathering.

### Processing

Collation, validation, and evaluation of the collected data and information to confirm its usefulness and relevance.

### Analysis & Production

Key components are relevance, accuracy, and completeness in satisfying original requirements.





# Mozambique Oil and Gas Case Study

## Mozambique

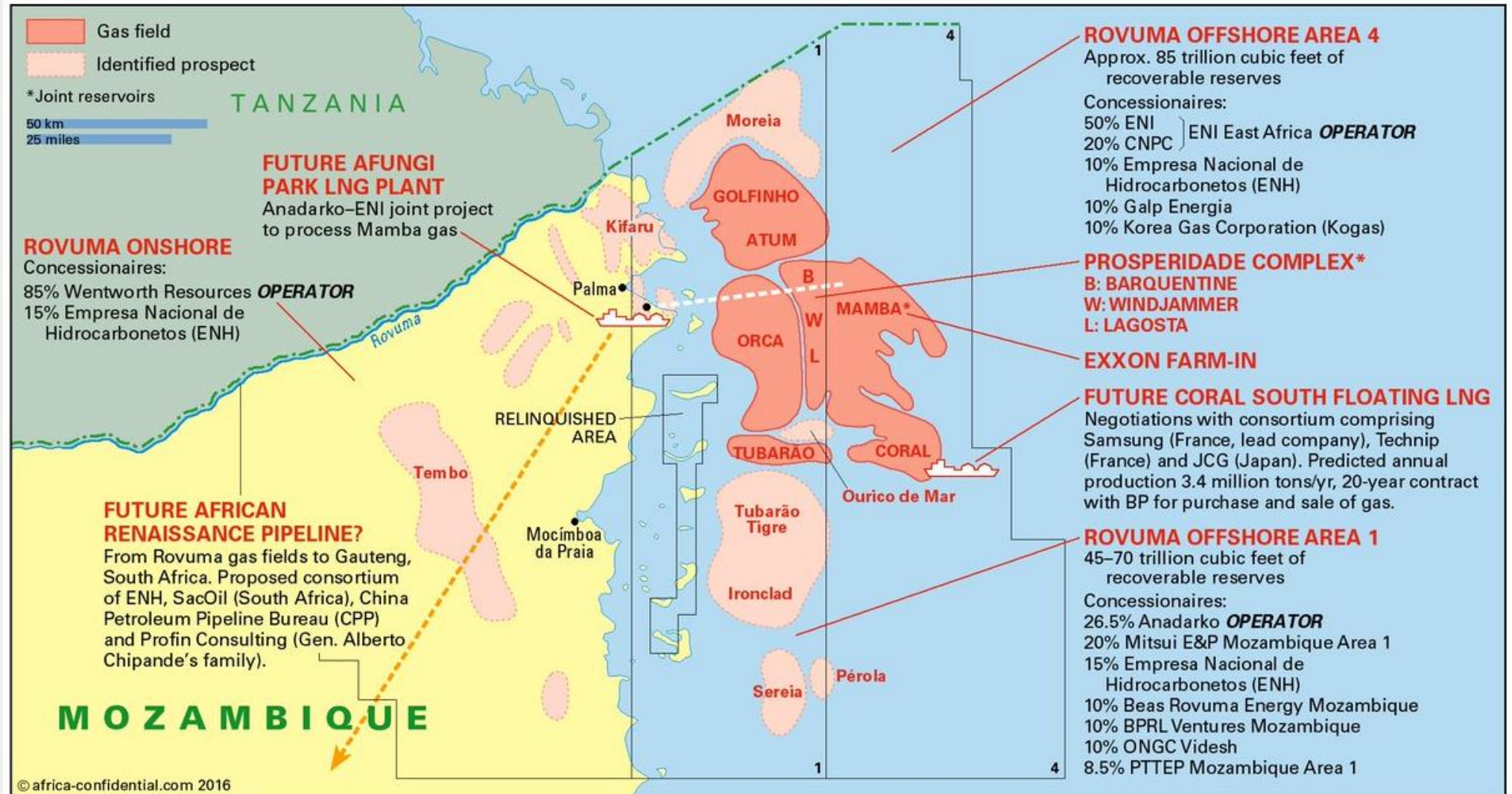
- Basic facts:
  - Capital: Maputo
  - Population: 30-32 million
  - Former Portuguese colony
  - History of conflict/unrest
- Major oil and gas exploration
  - 2007 exploration
  - 2010 – 2012 findings
  - Cabo Delgado region
  - Est. worth around \$55 billion
- Mozambique LNG
- Rovuma LNG
- Coral South FLNG



Source: UK FCO



# Mozambique Oil and Gas Case Study







# Mozambique Oil and Gas Case Study

## Ansar al-Sunna

- Formed in 2015
  - Followers of Aboud Rogo
  - Kenya → Tanzania → Mozambique
  - Total membership: unknown, small cells
- Made up of marginalized youth in the north
  - Primary drivers are likely economic, socio-political
  - Members appear to speak Portuguese, local languages, and Swahili
- Seek to impose radical interpretation of Islam
  - Explicitly anti-Western



*Aboud Rogo Mohammed*





# Mozambique Oil and Gas Case Study



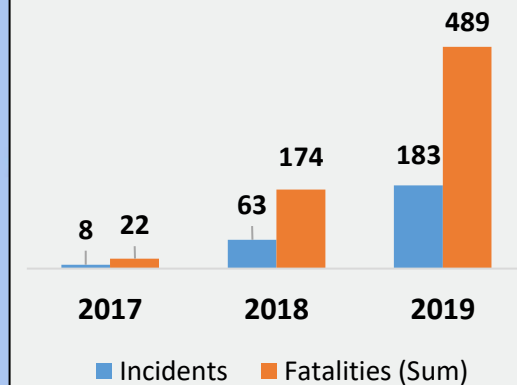
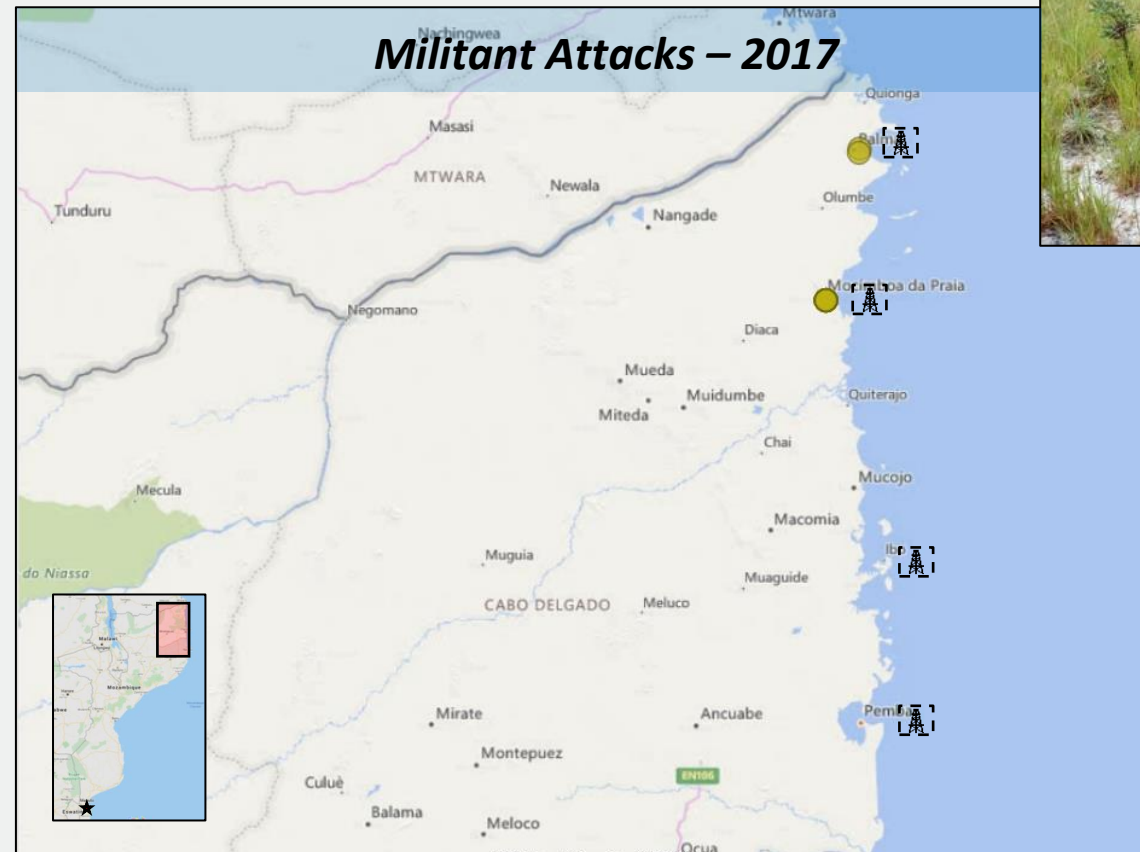
*Burnt-out huts are seen at the scene of an armed attack in Chitolo village (in Mocimboa da Praia district )*





# Mozambique Oil and Gas Case Study

- Militant attacks started in October 2017 in Cabo Delgado
- Burned villages, raided police stations, kidnapped villagers, tortured, shot, and killed dozens, and beheaded villagers
- Majority of the victims were Mozambican
- June 2019 – linkages to ISIS Central African Province (ISCAP)
- Increased attacks over time, military not able to protect against asymmetric style



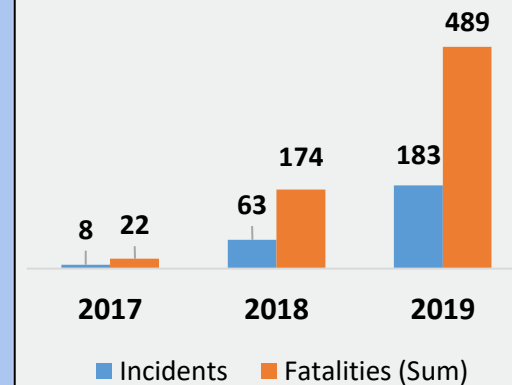
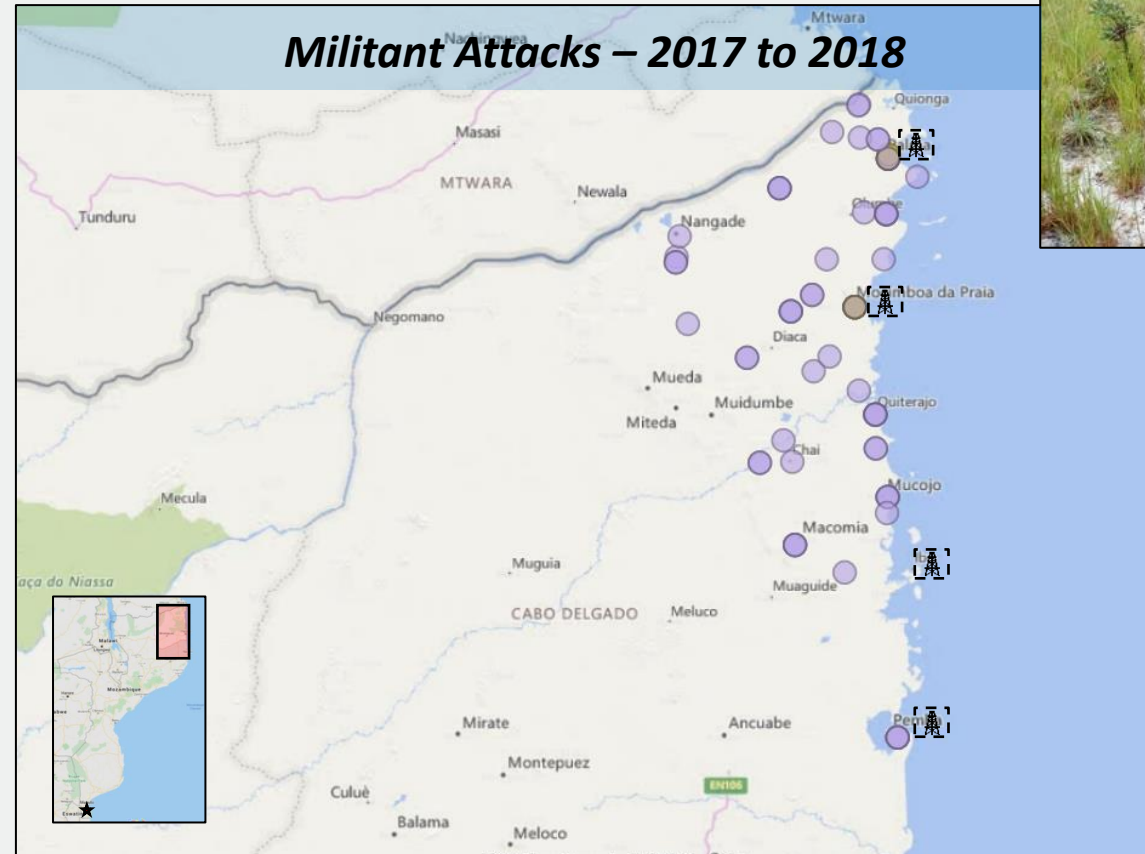
Source: ACLED Data





# Mozambique Oil and Gas Case Study

- Militant attacks started in October 2017 in Cabo Delgado
- Burned villages, raided police stations, kidnapped villagers, tortured, shot, and killed dozens, and beheaded villagers
- Majority of the victims were Mozambican
- June 2019 – linkages to ISIS Central African Province (ISCAP)
- Increased attacks over time, military not able to protect against asymmetric style

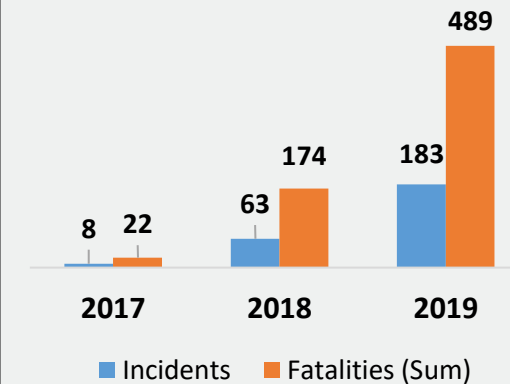
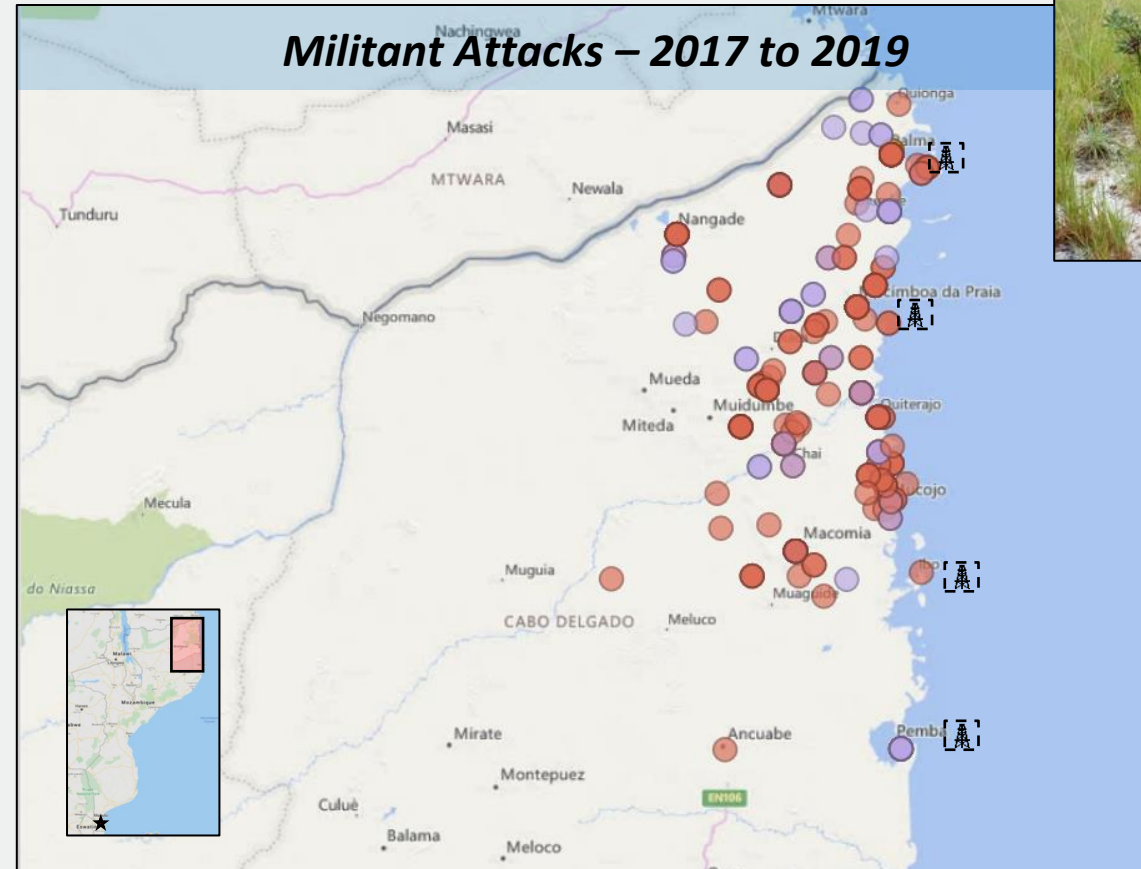


Source: ACLED Data



# Mozambique Oil and Gas Case Study

- Militant attacks started in October 2017 in Cabo Delgado
- Burned villages, raided police stations, kidnapped villagers, tortured, shot, and killed dozens, and beheaded villagers
- Majority of the victims were Mozambican
- June 2019 – linkages to ISIS Central African Province (ISCAP)
- Increased attacks over time, military not able to protect against asymmetric style



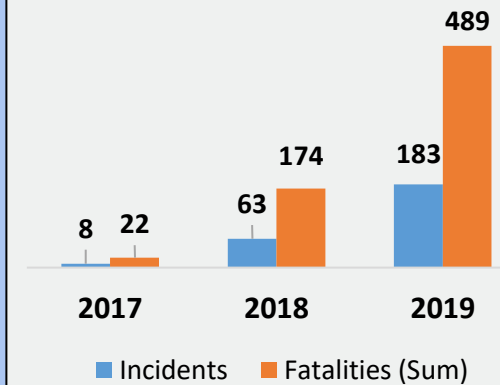
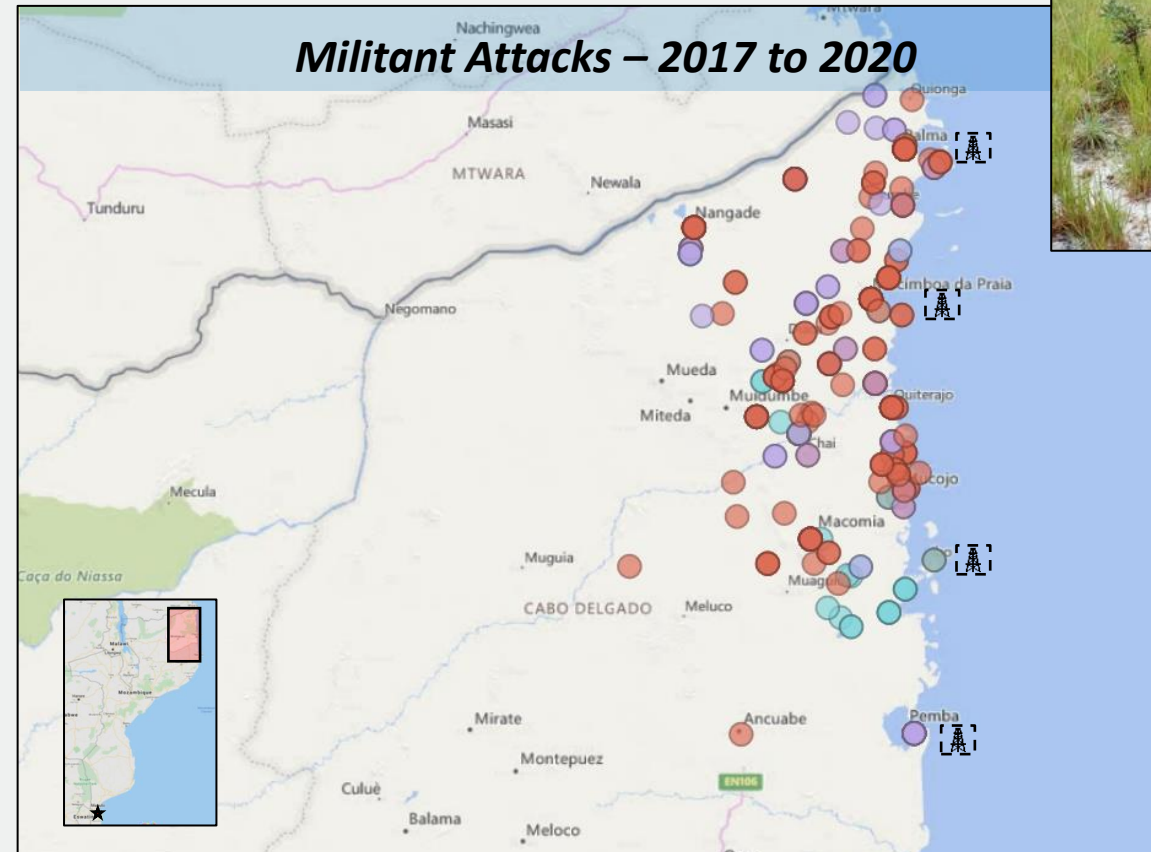
Source: ACLED Data





# Mozambique Oil and Gas Case Study

- Militant attacks started in October 2017 in Cabo Delgado
- Burned villages, raided police stations, kidnapped villagers, tortured, shot, and killed dozens, and beheaded villagers
- Majority of the victims were Mozambican
- June 2019 – linkages to ISIS Central African Province (ISCAP)
- Increased attacks over time, military not able to protect against asymmetric style



Source: ACLED Data





# Mozambique Oil and Gas Case Study

## Recent Events

**March 23, 2020:** Land and sea attack on Mocimboa de Praia

- First attack against a major town, overran the city
- Raised the ISIS flag over the town before leaving
- Unknown casualties

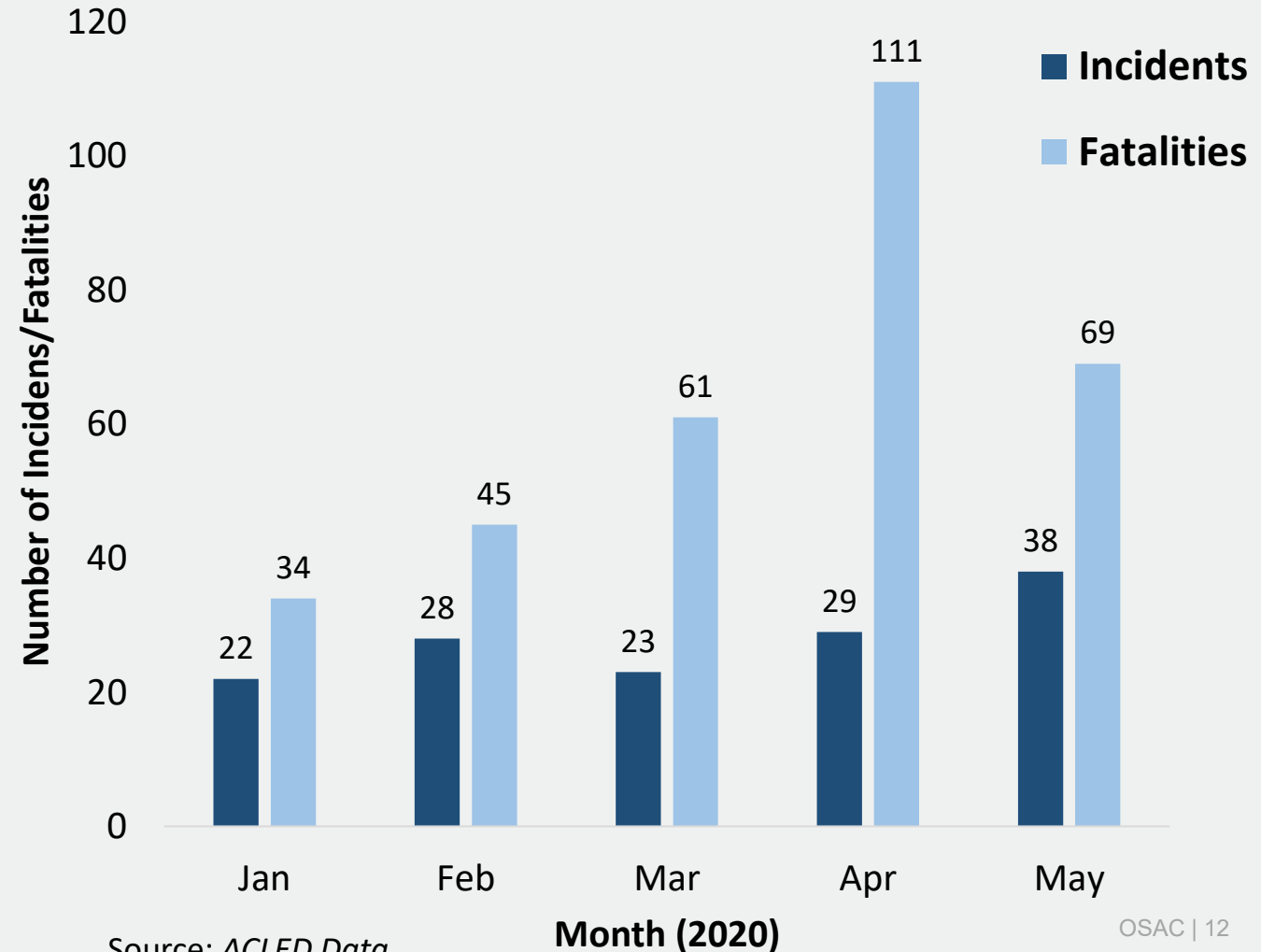
**April 7, 2020:** Attack on Xitaxi village

- ISCAP claimed the attack
- Killed 52 villagers who allegedly refused to join them
- Declared intent for a caliphate in Cabo Delgado

**May 28, 2020:** Attack on Macomia

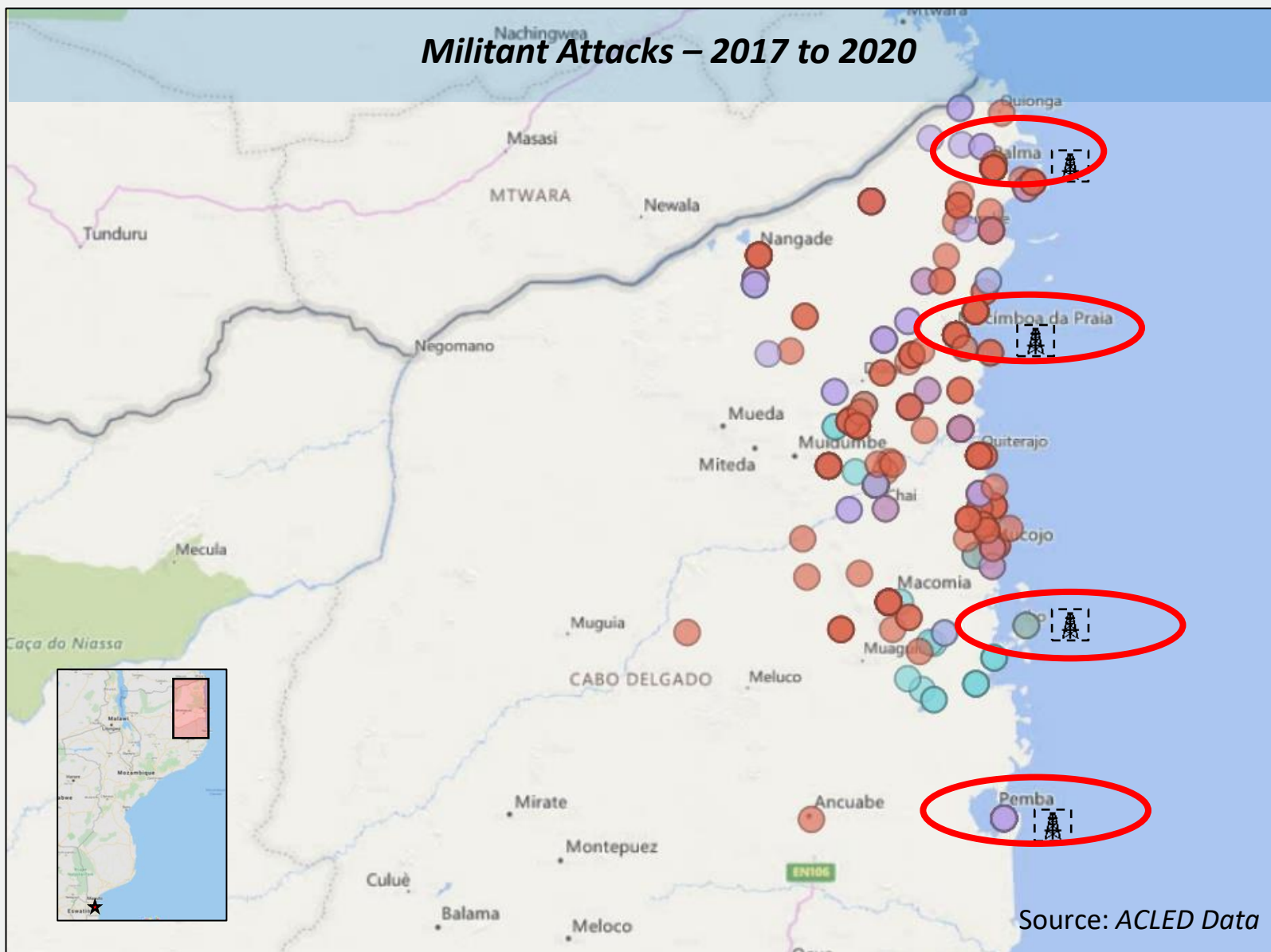
- Approx. 90 militants overran the town of Macomia
- Stole goods, raised ISIS flag
- Unknown casualties

## Islamist Extremist Incidents and Fatalities 2020





# Mozambique Oil and Gas Case Study





# Mozambique Oil and Gas Case Study

## Incidents Involving Oil and Gas Sector

**February 21, 2019:** Simultaneous attacks (2) on vehicles near Palma.

- Two killed, six wounded
- Fifteen attackers with AK-47s blocked road
- Crime of opportunity vice targeted
- First incident involving the oil and gas sector

**May 10, 2019:** Bus attacked between Mocimboa da Praia and Palma

- None injured
- Major oil and gas company contractors on bus

**May 10, 2019:** IOC-associated individual killed in Cabo Afungi

- Killed while walking to re-open an LNG asset

**November 13, 2019:** Attack on a village near LNG facility in Cabo Afungi

- Unknown number of fatalities







# Mozambique Oil and Gas Case Study

## Impacts of Insurgency

- Most impacted are local Mozambicans
  - Creates flows of IDPs and refugees
  - Food insecurity, physical security – magnified by weather and climate changes e.g. Cyclones Kenneth and Ida in 2019
- Oil and gas sector is at unique risk
  - Targeted for both material and ideological reasons
  - Logistical and travel concerns make it risky to conduct in-land activities
- Investment risks
  - Oil companies are now delaying investments
    - Insurgency is just one of those reasons

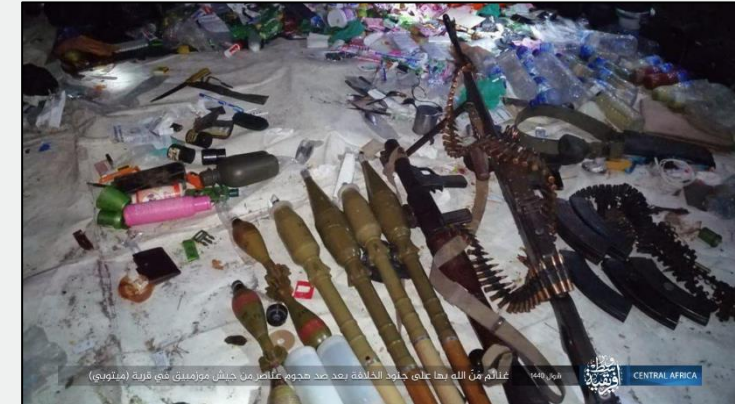




# Mozambique Oil and Gas Case Study

## Outlook

- Attacks will likely continue on an upward trend
- Introduction of potential ISIS links may increase capacity of militants to target and attack hardened oil and gas facilities
- Although main motivations of groups since 2017 are likely a combination of criminal and extremist ideology, this may change and pose greater risks to oil and gas operations
- Military has not been able to fundamentally mitigate security concerns nor deal with potential root drivers (poverty, disenfranchisement, etc.)
- What were once incidents of opportunity may shift towards direct targeting



### Update:

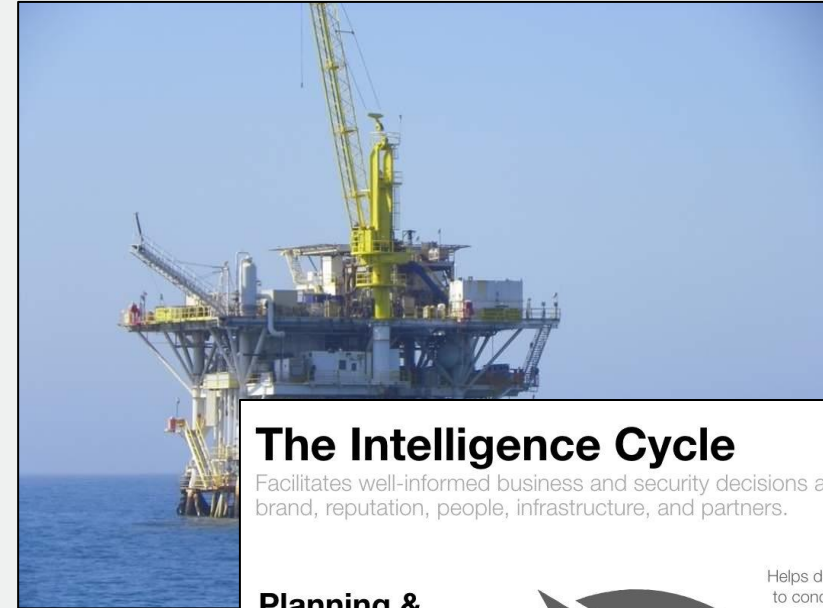
Increase in military personnel from 500 to 800 pushed by IOCs a step in the right direction; not sufficient



# Mozambique Oil and Gas Case Study

## Importance of Analysis in Mozambique and beyond...

- The importance of painting a picture
  - Strategic and tactical
  - Business decisions and organizational impacts
- Synthesis
  - Open-source data (ACLED, news sources, etc.)
  - Employees, workers on the ground
- Product
  - Do not let impact, action items, and *detail* come at the expense of length
  - Relationship building, integration, communication
- Future impact, cycle



### The Intelligence Cycle

Facilitates well-informed business and security decisions about risks to your brand, reputation, people, infrastructure, and partners.

#### Planning & Direction

Critical to the success of any intelligence program.

1

#### Collection

Helps determine where and how to conduct data acquisition and information gathering.

2

#### Processing

Collation, validation, and evaluation of the collected data and information to confirm its usefulness and relevance.

3

#### Analysis & Production

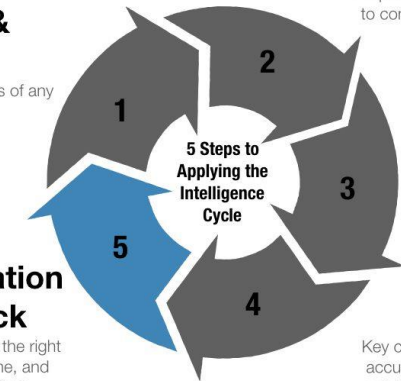
Key components are relevance, accuracy, and completeness in satisfying original requirements.

4

#### Dissemination & Feedback

In the right format, to the right hands, at the right time, and through the right medium.

5



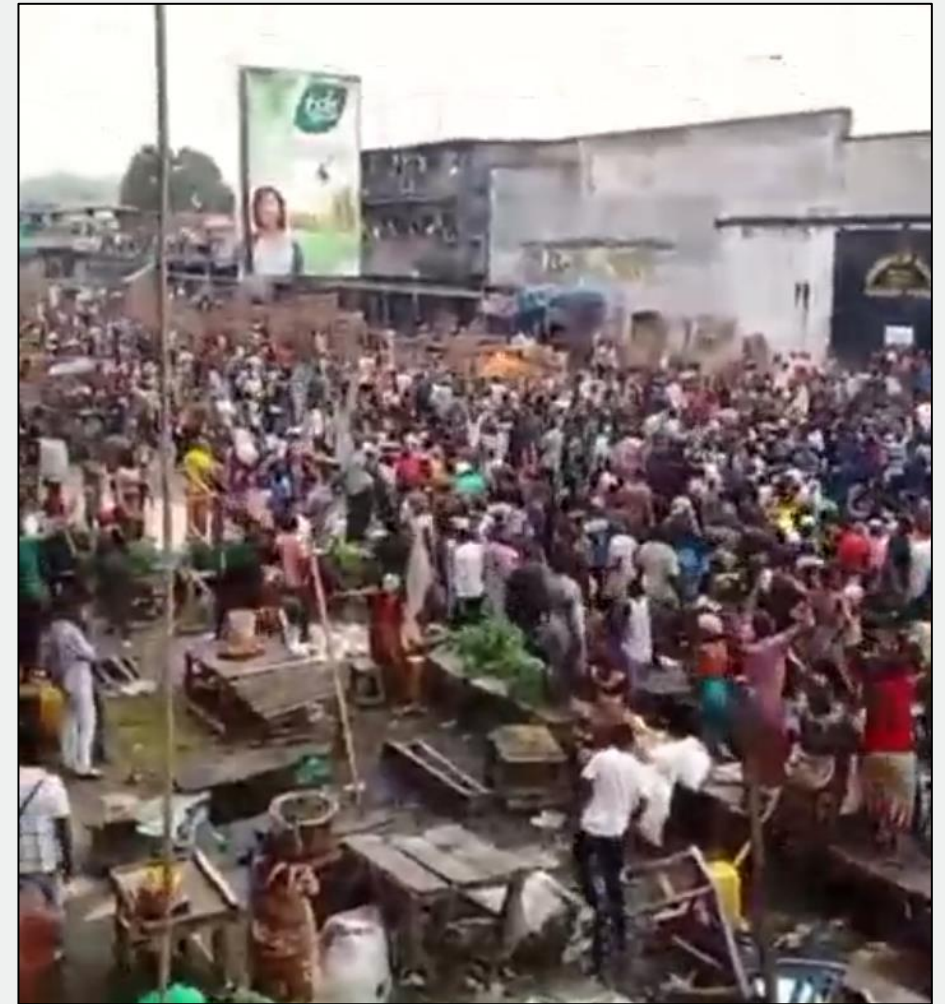




# Mozambique Oil and Gas Case Study

## COVID-19 Impacts

- Short-term more clear, long-term is unknown (X Factor)
- Increased COVID-19 related protests (conjunction with local restrictions)
- Potential for food security impacts, civil unrest, political instability
- Extremist groups around the world are likely attempting to take advantage of COVID-19
- The effects of the global recession will be felt by the majority (if not all) countries and sectors



*June 9 Protest at Zando Market in Kinshasa, DRC*

# Thank You



## Contact Info

Contact: [ZieglerAE@state.gov](mailto:ZieglerAE@state.gov)

## OSAC Regional Teams

**Europe:** [osacEUR@state.gov](mailto:osacEUR@state.gov)

**Middle East and North Africa:** [osacNEA@state.gov](mailto:osacNEA@state.gov)

**Africa:** [osacAF@state.gov](mailto:osacAF@state.gov)

**East Asia & the Pacific:** [osacEAP@state.gov](mailto:osacEAP@state.gov)

**South & Central Asia:** [osacSCA@state.gov](mailto:osacSCA@state.gov)

**Latin America:** [osacWHA@state.gov](mailto:osacWHA@state.gov)



[www.OSAC.gov](http://www.OSAC.gov)