

A dark background featuring a wireframe map of the world, with the continents of North America, South America, Europe, Africa, and Asia visible as a network of thin, light-colored lines.

# FOCUS GROUP

## Company Profile

**A diversified intelligence-led risk management company**

## ABOUT US

**FOCUS GROUP** is a diversified, intelligence-led risk management company. We advise on, execute and deliver risk management solutions using a holistic and pro-active approach with the objective of helping our clients become more resilient in an increasingly complex, global and digitalised risk environment.

**FOCUS GROUP** has over 20 years of hands-on experience dealing with complex risk and security situations. We provide risk solutions at strategic decision-making and operational levels to identify, understand and mitigate risk and to adequately respond to crisis situations. Our approach is based on a wide and well-established network and a deep appreciation for the cultural complexities, diversity, and nuances of people and communities.

**RHULA INTELLIGENT SOLUTIONS** is a fully licenced Mozambican company founded almost a decade ago. Rhula Intelligent Solutions is the operating entity of Focus Group in Mozambique. 51% of the company is owned by our local Mozambican partners and 49% by Focus Group.

## KEY PERSONNEL

**JOE VAN DER WALT** *(CEO)* — Founder of Focus Group. With a background in the defence force of the South African military, Joe has specialised in private-sector security and risk management in Africa and the Middle-East for over 20 years. He has particular expertise in the oil, gas, mining sectors and anti-poaching. He has planned, coordinated and implemented operations in Sub-Sahara, East and West Africa, and the oil fields of Kurdish-controlled Northern Iraq, and Asia. Joe has been responsible for the implementation and management of high-level security for asset protection and personnel involving several multinationals operating in Africa and the Middle-East. He has delivered high-level threat assessments, such as a major gas line construction project in the United States.

**EMMA MULLER** *(HEAD OF STRATEGY & BUSINESS DEVELOPMENT)* — With professional qualifications in International Law / International Affairs, Luxury Management and Negotiation, Emma joined Focus Africa in 2017 as a shareholder responsible for restructuring what is today Focus Group. Emma is an experienced entrepreneur with extensive experience advising on and leading foreign investment projects, including government relations, due diligence and negotiation. Emma is also founder of botm Pty - bringing opportunities to market and Waterkubé Africa.

**DR. LEONARDO SIMÃO** *(EXECUTIVE CHAIRMAN OF RHULA INTELLIGENT SOLUTIONS)*  
Executive director of the Joaquim Chissano Foundation, Chairman of United Bank of Africa and Member of the SADC Mediation Team. Minister of Health 1988 – 1994, Foreign Minister 1994 – 2005. Doctorate (Public Health), member of the Medical Association of Mozambique and Mozambique Medical Council.

**NUNO TOMAS** *(MANAGING DIRECTOR OF RHULA INTELLIGENT SOLUTIONS)*  
A career diplomat, Special Adviser to former President Joaquim Chissano since 2005. He has been involved in special political missions across Africa focussing on Conflict Resolution, Sustainable Development, Accountability and Good Governance.



## AREAS OF OPERATION

### FOCUS AFRICA

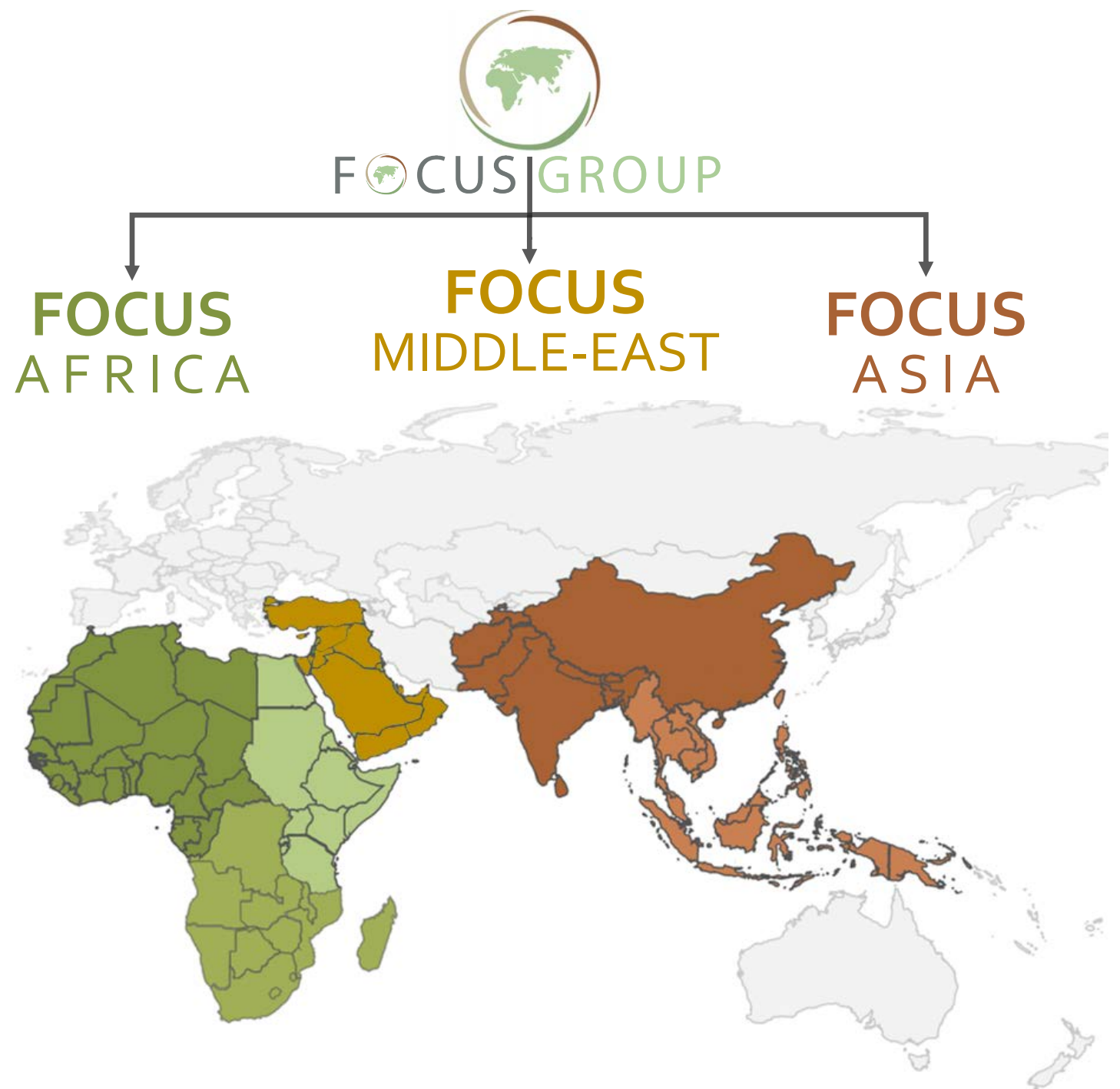
In Africa, Focus Group has 5 registered companies (South Africa, Botswana, Mozambique, Malawi and Kenya) with the regional headquarters located in Pretoria, South Africa.

### FOCUS MIDDLE-EAST

The Group has a registered company in Dubai with operations in Iraq, Jordan and Yemen.

### FOCUS ASIA

The Group has operations in India, Indonesia and Myanmar. The Group is expanding its footprint in Asia.



# CORE SERVICES

Extensive experience in the following areas

Security Management	Risk Management	Logistical Support	Cyber Security	Dispute Resolution & CSR
Managing the security function	Tailormade reports on political risk	Turn key solutions for remote camps in high risk areas	Cyber security assessments and audits	Settlement of disputes involving local communities, activist groups and trade unions
Conducting security audits	Business and competitive due diligence reports	Decentralised wastewater treatment solutions	Cyber awareness training	Mediation in commercial disputes
Assessing, developing and implementing standard operating procedures	Enhanced due diligence	Off-grid drinking water solutions	Cyber intelligence gathering and analysis	Negotiations on behalf of corporate clients in out of court settlements
Assessing, developing and implementing crisis management plans	Conducting threat and risk assessments (TRA)	Medical and hospital supplies in high risk remote areas	'360 cyber security solution package' monitoring, analysing, detection and removal of cyber security threats	CSR protocol development
Assessing, developing and implementing evacuation plans	Enhanced intelligence reports & data analysis	Supply of B6 armoured personnel carriers and logistical support	Design and management of unified cyber security operations centre (SOC)	Drafting of and reporting on guidelines and requirements for ESG
Providing HEAT courses and tailormade security training	Social media monitoring		Cyber-based forensics investigations	
Providing executive protection	Text mining of the web, deep and dark web			
	Insurance facilitation for high-risk areas			

Operational centre of information management – provides information gathering analysis and tailor-made outputs/reports for clients

**WEEKLY MEDIA REVIEWS**

**ALERTS AND UPDATES**

**TRAVEL ADVISORIES**

**ROUTE ASSESSMENTS**

**Overall Mozambique Maputo Nampula Cabo Delgado**

**Latest Information**

**Incident**

**Recommendations**

**Route 1 - EN102**

**Route 2 - Malawi**

**Incident Mapping**

**Incident Point 1**

**Incident Point 2**

**Incident Point 3**

**Incident Point 4**

**Incident Point 5**

**Incident Point 6**

**Incident Point 7**

**Incident Point 8**

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**Inc**



# SOME QUICK FACTS

- Over 20 years of experience operating in challenging environments
- Worked in 47 of 54 African countries
- Highly experienced in-house analyst team interpreting information and data
- Advanced data analysis software to research the web, deep and dark web
- In-house risk management personnel deployed in countries of operation
- Deep understanding of the cultural nuances and diversity in countries of operation
- Program Of Negotiation (PON) participant at Harvard Law School

The background of the slide is a dark, textured surface. On the left side, there are intricate, light-colored circuit board traces. On the right side, there is a grid of small, light-colored dots. The text 'Case Studies' is written in a bold, white, sans-serif font, centered horizontally and positioned in the lower half of the slide.

# **Case Studies**



# MADAGASCAR

Managing the risk for an oil & gas operation in a challenging political macro-economic environment

- A physical security layered risk management approach was complimented by privileged information gathering
- Solutions were both political and security-related
- Partnering with communities was crucial to success



# SOMALIA

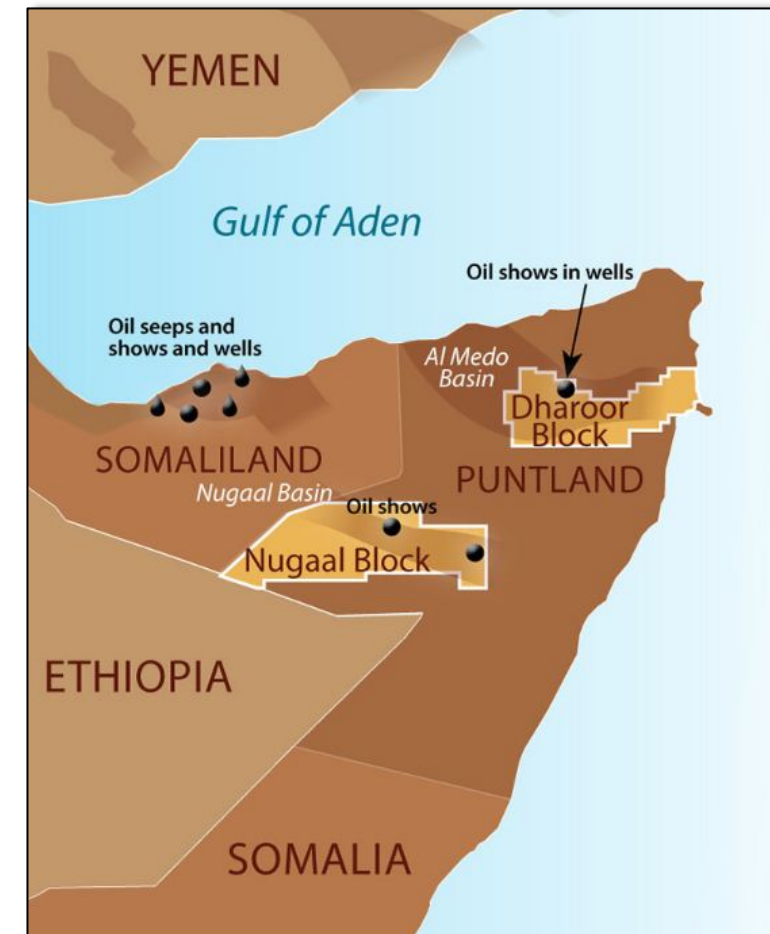
International oil & gas exploration company seeking to enter a high-risk security environment

Providing a holistic security solution, that included convoy and port security, executive, asset protection and the establishment of a Joint Operations Centre (JOC).

The client benefitted from:

- Reduced insurance costs due risk mitigation measures provided by Focus
- Handling of the cultural issues (e.g. *inter-clan rivalries, Al-Shabaab, Khat consumption etc.*);
- Designing and managing community development programs (*medical centre, boreholes*)

Information collection and analysis played a key role in providing an effective solution



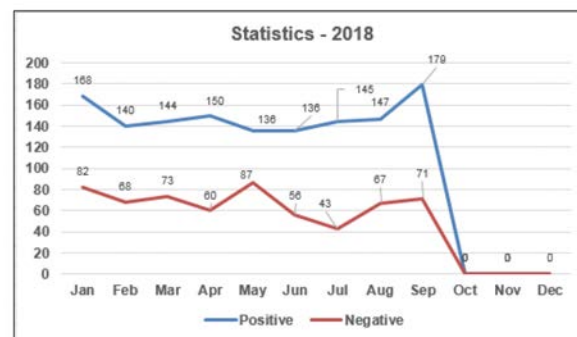
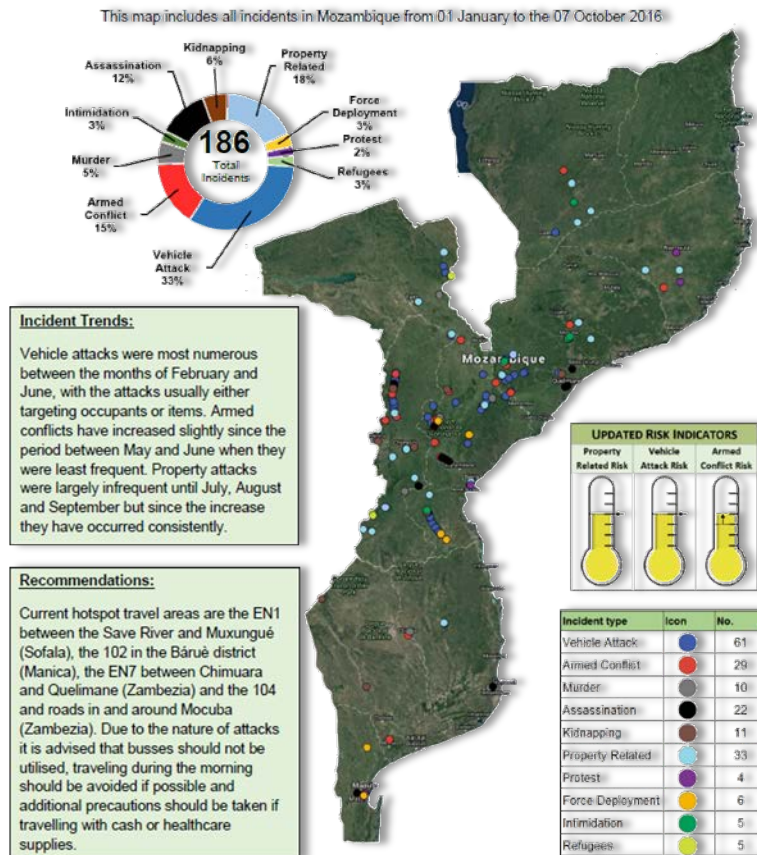
The UN Security Monitoring Group praised the client's security service provider for its **"transparency and its efforts to comply with the sanctions regime ...(which) arguably represent "best practices" for private security companies in Somalia"**.



# MOZAMBIQUE

Monitoring criminal activities, environment and local community impacts on large international mining company in order to provide risk solutions

- Establishing an information management platform;
- Providing early warning on criminal activities;
- Providing security related training;
- Conducting numerous special investigations
- Conducting social media monitoring

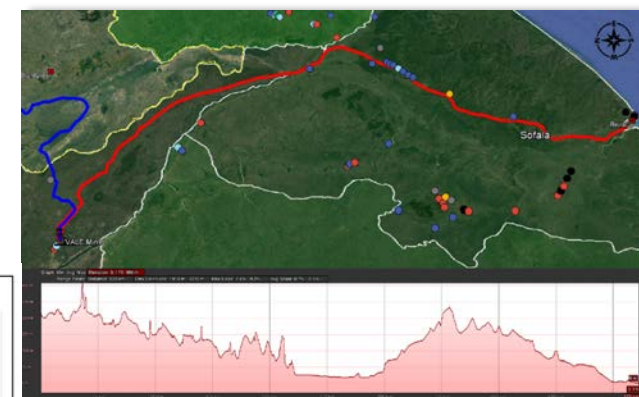


**TOTAL SECURITY INCIDENTS AT MOATIZE**

Positive Incidents (Today)	9	Negative Incidents (Today)	0
Positive Incidents (Month)	127	Negative Incidents (Month)	53
Positive Incidents (Year)	865	Negative Incidents (Year)	423

**POSITIVE STATISTICS 2018**

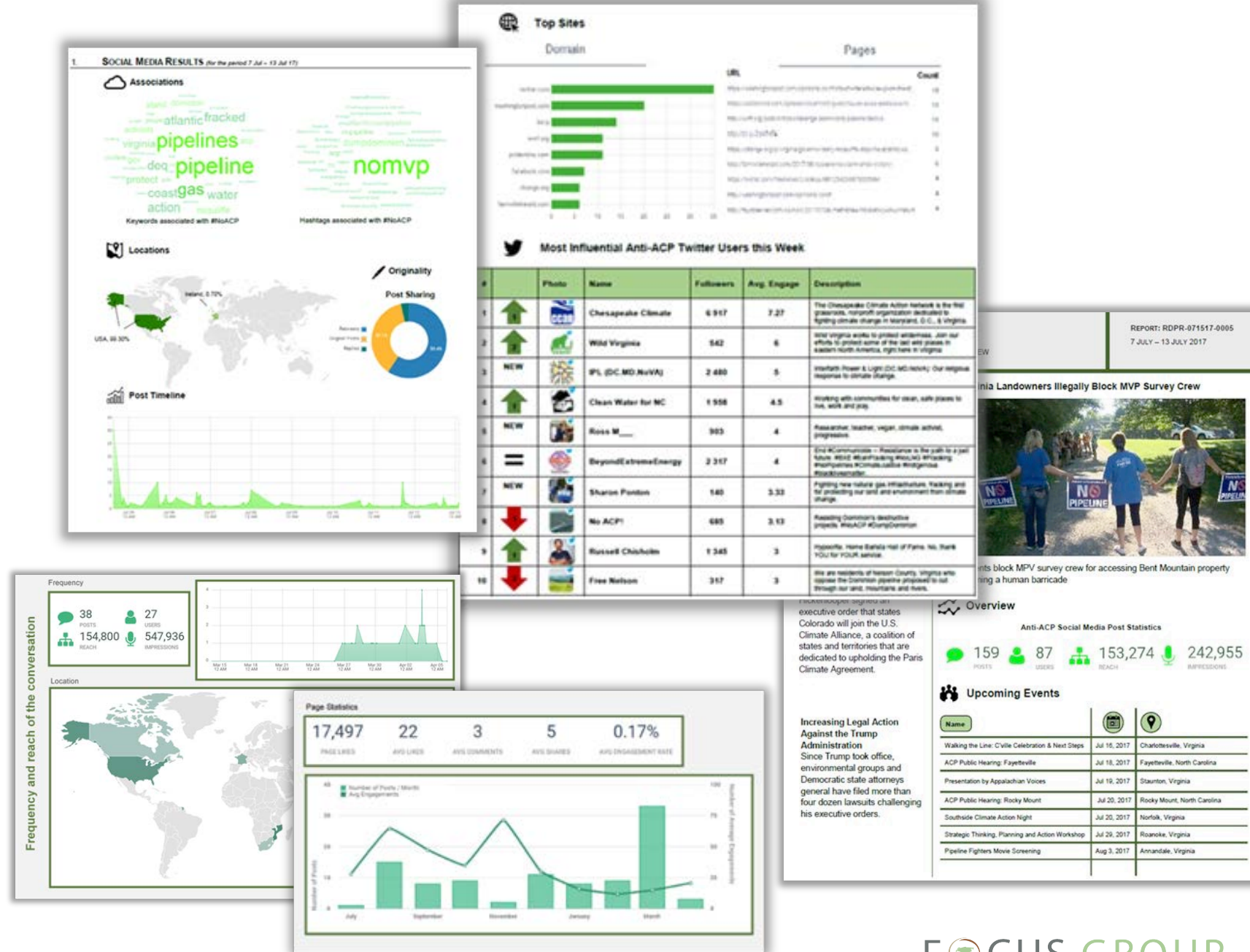
Incident Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Security Neutralization	56	66	42	53	50	31	0	0	0	0	0	0	298
Preventative Actions	54	41	39	51	44	40	0	0	0	0	0	0	269
Security Support	42	23	39	26	22	30	0	0	0	0	0	0	182
Traffic Inspections	12	6	21	14	19	26	0	0	0	0	0	0	98
Arrests	4	4	3	6	1	0	0	0	0	0	0	0	18
<b>Total</b>	<b>168</b>	<b>140</b>	<b>144</b>	<b>150</b>	<b>136</b>	<b>127</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>865</b>





Monitoring various social media platforms in order to identify human threats and risks posed to the construction of a natural gas pipeline

- High level threat analysis;
- Monitoring social and community sentiment as expressed via social media;
- Weekly analysis of trends pertaining to risk identified on social media platforms;
- Conducting numerous special investigations and due diligence.



The world is becoming increasingly more unstable, hazardous and dangerous. Between 2007-2017, global peace levels deteriorated significantly. Terrorism has seen a 247% increase in deaths worldwide. Kidnap-for-ransoms, while under-reported, are generally recognised to average 40 000 per year. While our H E A T course can be applied to contexts outside of the continent, Africa is, however, a notoriously hazardous and violent region.



**“Quasi war” situations across Mozambique, Burundi, Cameroon, Nigeria and DRC.**



**In 2016, Sudan, South Sudan, CAR and DRC had the highest reported cases of rape and gender-based violence in Africa**



**South Sudan is the 4th most dangerous country in the world according to 2017 Global Peace Index**

In 2016, 33% of violent events occurred in Libya, Somalia, South Sudan and Nigeria.

33%

16% of fatalities in Africa, in 2016, were in Nigeria.

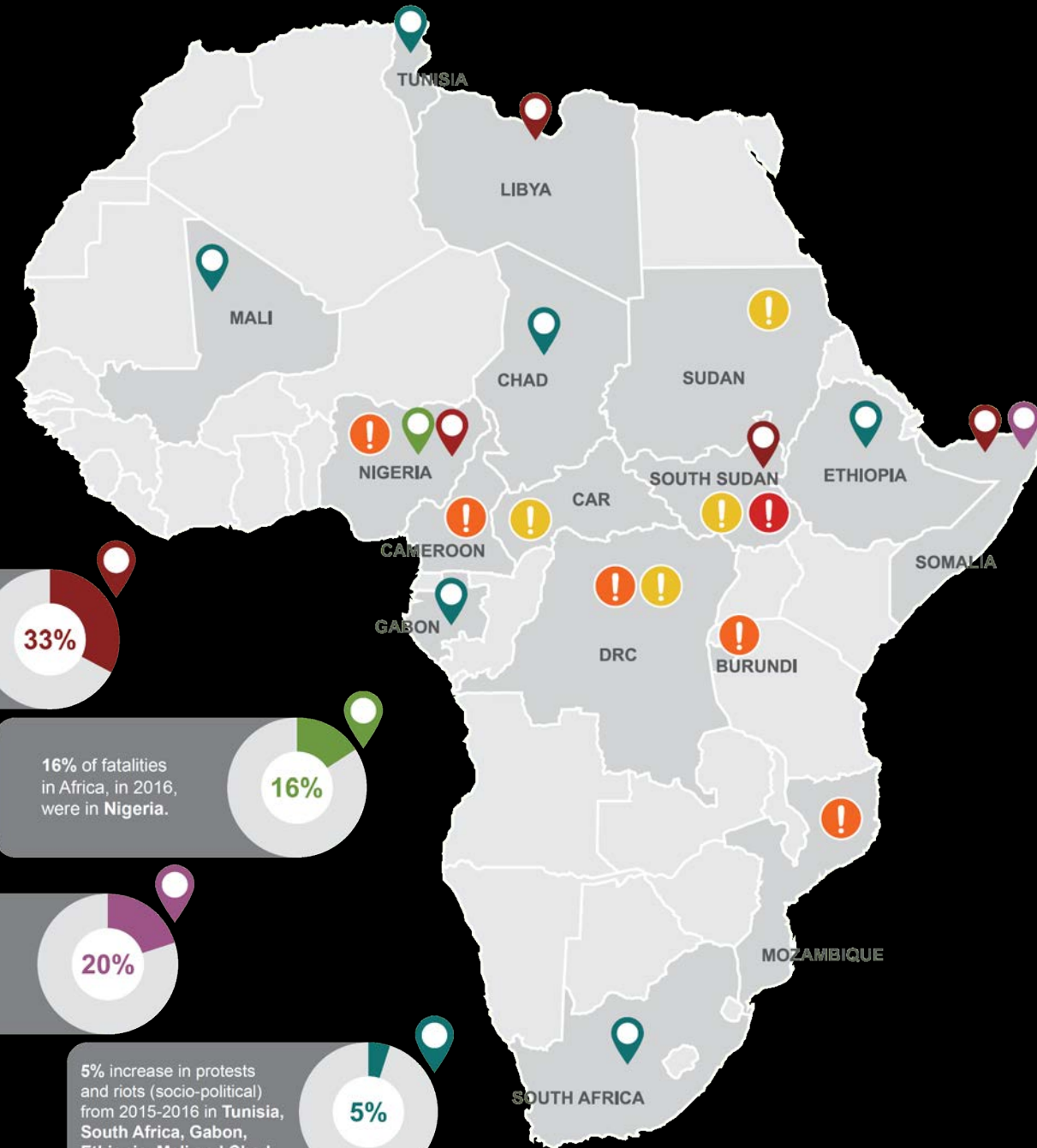
16%

20% of total reported fatalities (2016) in Africa were in Somalia.

20%

5% increase in protests and riots (socio-political) from 2015-2016 in Tunisia, South Africa, Gabon, Ethiopia, Mali and Chad.

5%





## DUTY OF CARE

## WHAT IS H E A T



### AFRICA

Africa, a region where the **conflict burden** is one of the highest. Numerous terrorist organisations, drug trafficking organisations, kidnap and ransom groups, human traffickers and other violent groups operate throughout the continent looking for unaware and untrained victims.

The risk of violent extremism is growing along with the upsurge of political violence. With minimal support structures, people often operate in Africa with little or no help.

In today's workplace, governments and businesses have required that certain precautions be put in place in their offices to protect employees. However, these same organisations are permitting their employees to work in a hostile environment without providing them with the proper training.



Legally, employers must abide by relevant health, safety and employment law, as well as the common law **Duty of Care**. They also have a moral and ethical duty not to cause, or fail to prevent, physical or psychological injury, and must fulfil their responsibilities regarding personal injury and negligence claims.

Arranging for employees to attend a pre-deployment H E A T course, organisations demonstrate and recognise their Duty of Care responsibilities.

Some Duty of Care aspects to consider are:

- Travel
- Physical and mental health
- Appropriate safety equipment
- Advice and training



**Hostile Environment Awareness Training (H E A T)** is critical for any members of staff working in volatile environments which pose a threat to the loss of life, liberty or limb. The courses are designed for employees who are visiting, living or working in areas of high insecurity or limited infrastructure.

H E A T courses introduce individuals to practical self-reliance skills and survival knowledge. Embarking on H E A T enables management to balance their fiduciary obligations with their Duty of Care responsibilities to the safety and security of their most powerful assets, their human talent.





## COURSE

Course content can be **tailored-made** based on client's specific requirements and operating environments. Each module incorporates a simulation and team building exercise.

A basic H E A T course will include:

- Kidnap Avoidance & Hostage Survival;
- Risk Assessment Basics;
- Situational Awareness & O.O.D.A (Observe, Orient, Decide, Act) Loop;
- C.A.T (Crime, Area, Time);
- Personal Security Awareness for Travel;
- A.D.D.I.C.T (Avoidance, Discouragement, Deal, Identify, Counter, Threat);
- Home Invasion Avoidance & Survival;
- Carjacking Avoidance, Mitigation & Survival;
- I C E - In Case of Emergency equipment for car & home;
- Active Shooter Scenario - The Dynamics & Survival;
- First Aid, including Basic Trauma.

## OUTCOME



On completion, personnel will be more **aware** of possible threats when operating in an unfavourable environment, they will be able to **plan** better when entering potentially threatening and hostile surroundings and will be better **prepared** when confronted in a hostile situation.

Additional outcomes include:

- Increase in maintenance of employee well-being;
- Reduce cost of an incident/injury to the victim(s);
- Reduce cost of medical expenses, treatment, evacuation & repatriation;
- Better trained & prepared workforce;
- Reduced insurance premium with appropriate risk management measures;
- Greater legal compliance;
- Reduced cost of business interruptions, downtime, closure of a site;
- Increased ability to attract & retain employees, customers & investors;
- Drive compliance & training effectiveness, validity, skill development.

# SOCIAL MEDIA MONITORING

## Levels of Media Risk

### LEVEL 1 – CONTROL

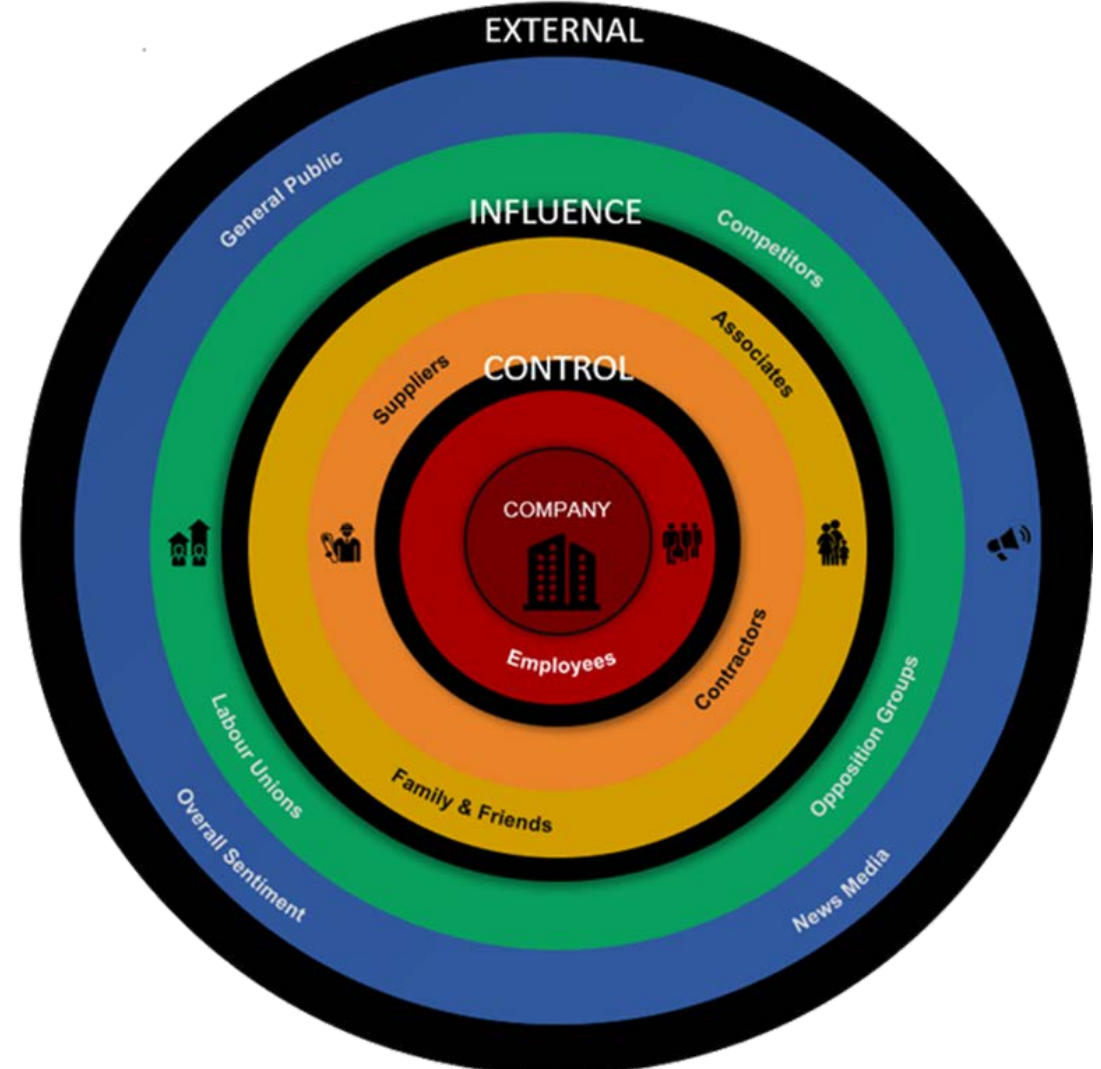
- Risk factors that a company can directly control
- Relates to the management company social media pages and private social media postings of employees
- Employees who ignore cyber security and best practices are one of the largest risks that companies currently face

### LEVEL 2 – INFLUENCE

- Includes entities that have an indirect relationship to the company
- Includes contractors, suppliers, associates and family members of direct company employees

### LEVEL 3 – EXTERNAL RISKS

- Cannot be controlled or influenced by direct company involvement
- Includes competitors, labour unions, opposition groups, the general public and news media

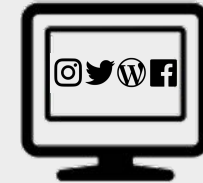


# SOCIAL MEDIA MONITORING

## Core Capabilities

### MONITORING

- Daily monitoring of online sources, including social media platforms;
- Monitoring of surface, deep and dark web;
- Identifying changes or escalations in relevant online narratives;
- Identifying events or scenarios that could possibly have a negative impact on the client.



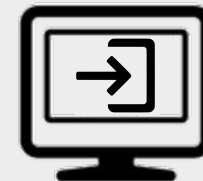
### ANALYTICS

- Sentiment analysis of public posts of the industry, company and/or key executive employees;
- Determining online popularity of a topic or incident;
- Identify data breaches;
- Identify top sources of relevant social media content;
- Determine most influential social media users.



### OUTPUTS

- Reports (bi-weekly, weekly or monthly);
- Ad-hoc reports;
- Alert services;
- Travel advisories;
- Geo-location mapping;
- Employee awareness and security training;
- Social media policy development.





# PAST PERFORMANCES

We have operated in numerous areas around the globe, including:

## OIL & GAS

Area of Operations	South Africa, Botswana, Mozambique, Madagascar, Myanmar, Kenya, South Sudan, Somalia, Iraq, USA.
Services	Risk and Security Management, Intelligence, Data Analysis and Dispute Resolution.
Highlights	Focus conducted threat assessments in the USA on the Atlantic Coastal Pipeline; the client: Dominion Energy.
	Successful completion of an exploration oil drilling operations in Somalia. <i>“The UN Security Monitoring Group praises the client’s security services provider for its transparency and its efforts to comply with the sanctions regime .... (which) arguably represent best practices” for private security companies in Somalia”.</i>
	Oil & Gas company in Madagascar had their operating license revoked, the solution was provided through engaging with the correct political role-players. Focus Group facilitated the entire process.

# PAST PERFORMANCES

We have operated in numerous areas around the globe, including:

## MINING

Area of Operations	Angola, DRC, Mozambique, Kenya, Liberia.
Services	Risk and Security Management, Intelligence, Data Analysis and Dispute Resolution.
Highlights	Providing risk management solutions to the second biggest mining company in the world, mining the biggest coal deposit in Africa.
	Through employing risk mitigation procedures, we assisted a major mining company in not declaring force majeure.
	Restructuring the security solutions of a major state-owned diamond mine, reducing losses incurred by 80% in 12 months.

# PAST PERFORMANCES

We have operated in numerous areas around the globe, including:

## HEALTH, CONSUMER & LUXURY GOODS

Area of Operations	Numerous African countries, some examples include: South Africa, Mozambique, Ghana, Guinea, Angola.
Services	Anti-Counterfeit and Brand Protection, Intelligence and Data Analysis.
Highlights	Cross national anti-counterfeit investigations, operations and seizures that have allowed us to develop, and support a powerful and unique anti-counterfeit database and information platform.

## FINANCIAL SERVICES

Area of Operations	South Africa, Botswana, India.
Services	Cyber Security, Intelligence, Data Analysis, Counter Terror Financing and Anti Money Laundering (CTF – AML).
Highlights	Providing a cyber security solution to the Indian and Botswana stock exchanges.



# PAST PERFORMANCES

## Client List (Past and Present)



## Non-Profit

Our main focus areas are on anti-wildlife trafficking, anti-human body part smuggling and providing access to clean water and sanitation.

## OUR ENGAGEMENT

- Operational deployment of expert personnel
- Technical assistance
- Providing a Unified data collection centre (SOC)
- Skills transfer and capacity building





# FOCUS GROUP



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