



CONTENTS

EXECUTIVE SUMMARY..... 2

SECURITY THREAT ASSESSMENT..... 3

 Crime 3

 Organised crime..... 3

 Petty crime 3

 Kidnapping..... 4

 Civil unrest..... 4

 Road traffic accidents..... 5

 Terrorism 5

CONCLUSIONS 6

ANNEX 1 – RISK MATRIX..... 6



EXECUTIVE SUMMARY

Security Threat Assessment

- As in most parts of Nairobi, the main threats to the site emanate from organised crime, civil unrest and terrorism.
- The perceived wealth of guests at the Boma Hotel translates into a heightened risk from criminal elements.
- The area surrounding the site, adjacent to Mombasa Road in the South C District, generally sees relatively low levels of security-related incidents.

Site Security Assessment

- Overall, the site offers solid physical and electronic security measures which mitigate against the most common security threats in the area.
- Internal and external access controls were found to be overall satisfactory, although weaknesses remain.
- Parking facilities are located inside to the facility and are monitored by CCTV cameras.
- Several shortcomings in the internal access control and application of search procedures by contracted security staff were identified.

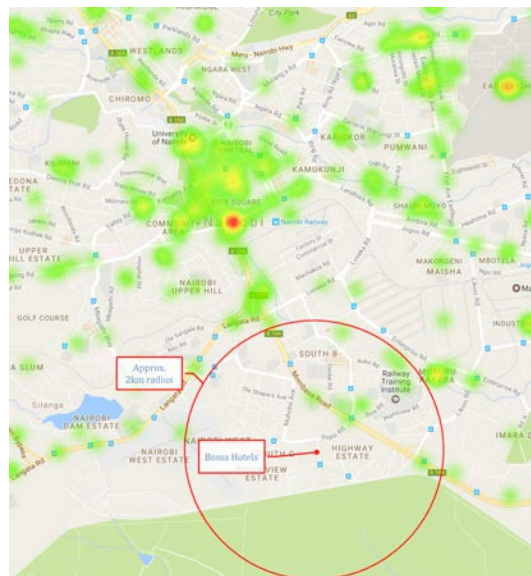
SECURITY THREAT ASSESSMENT

The below section will consider threats specific to the Boma hotels. However, whilst the document seeks to remain succinct, at times it is deemed necessary to consider the wider threats to both Nairobi and Kenya to give an understanding of the potential implications for the site.

Crime

Organised crime

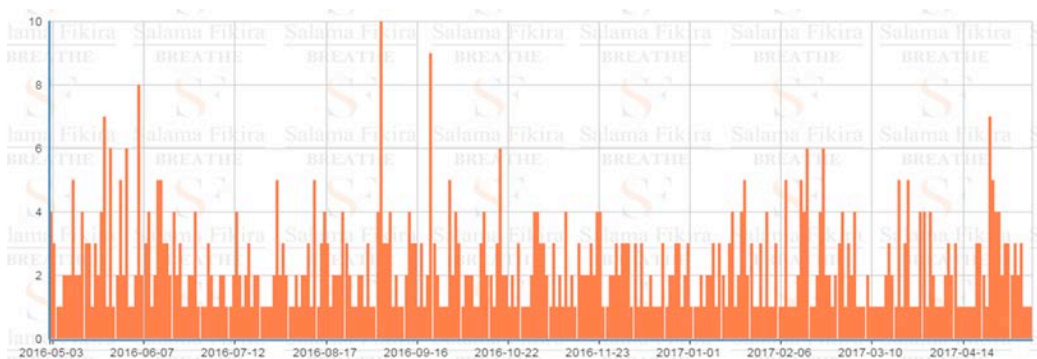
Gang crime is a problem in certain areas of the city. Eastleigh, Kayole, Dandora and parts of Nairobi's CBD should be avoided. Nairobi's slums, most prominently Kibera, should also be avoided. Police have targeted gangs using a shoot-to-kill policy, with firefights reported in several areas of Nairobi. Police frequently shoot dead suspected criminals in Kayole, Kariobangi, Kasarani, Dandora and along Juja Road. On 21st April 2017 police shot dead a criminal following an attempted robbery in Makadara while on 29th April 2017 police shot and killed two criminals in Ongata Rongai. Home-invasions continue to be reported in Nairobi, with suburbs including Westlands, Parklands, Kileleshwa and Karen targeted specifically. Home invasions and armed robberies targeting commercial properties and vehicle hijackings have also been reported in Industrial Area, Kileleshwa, Westlands, the CBD and along Uhuru Highway. On 20th April 2017 in Kiamumbi armed robbers stole household items and a private vehicle during a break-in, while on 06th May 2017 robbers shot and seriously injured two occupants of a house in Karen during a break-in before escaping. Criminal activity targeting motorists in traffic also continues to be reported. On 28th April, a foreign national travelling in a taxi was threatened and robbed along Muthaiga road, while on the same day, an assailant stole a mobile phone from a foreign national through the open window of the victim's vehicle at the Sarit Center Roundabout.



Heatmap of incidents recorded within 2km of the site, May 2016 to present

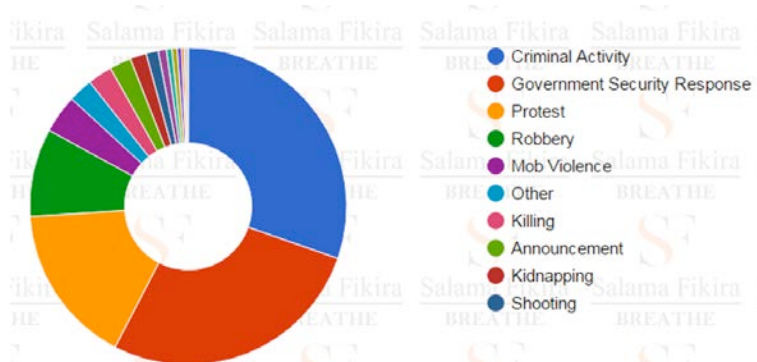
Petty crime

Crime levels in Nairobi County are amongst the highest in the world. In South B and South C, where the site is located, organised crime is reported with a relatively low



Timeline of incidents recorded in Nairobi, May 2016 to present

frequency, despite high levels of opportunistic crime. Armed street robberies are common and target both commercial properties and individuals. On 18th March 2017, a businessman was killed and his associate injured following an armed robbery by a group of five assailants at Crescent, Mukuru-Kaiyaba, South B, who stole their mobile phones and an unspecified amount of cash. Foreign nationals may be specifically targeted for their perceived wealth. Guests of the prominent Boma hotels in particular are likely to be perceived as high-value targets for criminal elements. Theft by hotel staff is conceivable, but unlikely due to the security measures that have been put in place. Nonetheless, it is advised that hotel guests store their cash and valuables securely.

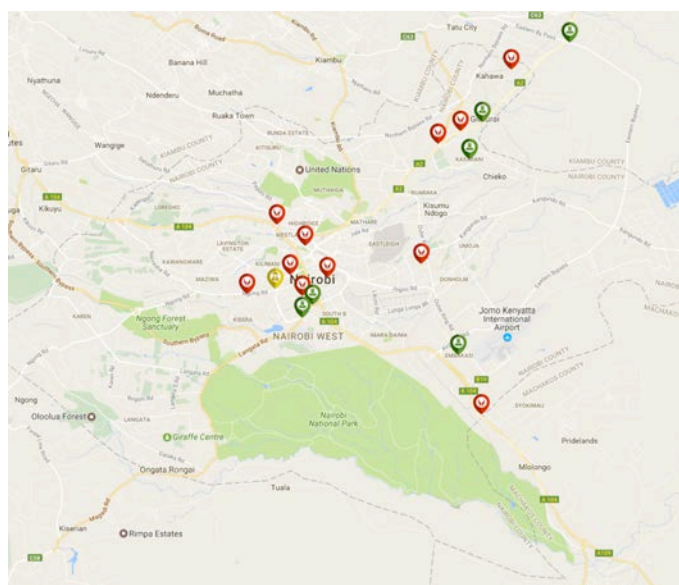


Breakdown of incidents recorded in Nairobi, May 2016 to present

Opportunistic and armed robberies targeting motorists and passengers during traffic are commonplace on major roads in Nairobi, particularly along Uhuru Highway and Mombasa Road. Thus, it is advised that vehicle windows remain closed at all times.

Kidnapping

The threat of kidnappings targeting foreign nationals remains a possibility. However, it occurs with a relatively low frequency. In a recent incident, a Chinese national was kidnapped along Upper Hill Road, close to the CBD, on 05th October 2016. On 09th January 2016, a foreign national was kidnapped and robbed while driving in a taxi along Brookside Drive, Westlands. Beyond kidnappings of foreign nationals, local businessmen have become the target of kidnaps for ransom. On 06th April, an assailant attempted to abduct a Mombasa-based businessman near the CBD. Guests of the Boma hotels are generally perceived to be high-value targets, particularly if they are foreign nationals.



Incidents relating to kidnappings recorded in Nairobi, May 2016 to present

Civil unrest

Protests remain common in Nairobi's CBD. Freedom Corner of Uhuru Park, located in the CBD, is a common assembly point for protests, which typically occur along Uhuru Highway (A 104). Matatu operators and hawkers often protest outside City Hall, located along City Hall Way, against policies adopted by the County Government. Students from the nearby University of Nairobi have been known

to vandalise vehicles and attack motorists along Uhuru Highway. Whilst protestors do not directly target employees or visitors to the office, it is conceivable that individuals may get caught up in the protests.

Common causal factors for protests include labour disputes, road traffic accidents and corruption. A large number of protests related to corruption may be observed in the run-up to the August 2017 elections. During the political primaries in late April 2017, a rise in incidents of civil unrest and politically-motivated violence was observed. On 26th April, supporters of rival nomination primary candidates clashed in Pangani, resulting in at least one fatality. On 02nd May, Orange Democratic Movement (ODM) supporters protested outside the ODM Headquarters along Chania Avenue following allegations of corruption and irregularities during the primary elections. The ongoing disputes between rival aspirants over the outcome of the party primaries, additional incidents of civil unrest and politically-motivated violence are highly likely. Similar protests can be expected in the area as the election approaches.

While the site is somewhat removed from government buildings in the CBD and university campuses, hotel guests could be affected while travelling to and from the site. There is a history of large protests turning violent and resulting in the burning or stoning of vehicles, particularly with the involvement of security forces, who routinely deploy teargas and live ammunition to disperse protestors.

Road traffic accidents

Road traffic accidents are widespread in Nairobi. Both bus and taxi drivers routinely violate speed limits and the right of way. Traffic congestion caused by accidents or protests are a daily occurrence and may exacerbate transportation. The matatu buses in particular have been observed to pose a significant risk to other motorists. Traffic lights have been installed in the CBD in an attempt to control traffic. Traffic police officers and County Council Traffic Marshalls also maintain a high presence along major roads. Some corrupt officers have been reported to falsely accuse motorists of traffic offences in an attempt to obtain bribes therefore vigilance is advised.

Terrorism

The threat from terrorism remains present in Kenya although no al Shabaab attack has been conducted in Nairobi County since the 16th May 2014 Gikomba Market attack. An alleged Islamic State (IS) lone wolf attack was conducted at the US Embassy, located in Gigiri, Nairobi County, on 27th October 2016. IS claimed responsibility for the attack on 29th October 2016. In a leaked internal memo dated 27th January 2017, the Directorate of Criminal Investigations (DCI) instructed all Nairobi DIO officers to take appropriate action regarding an imminent attack by an al Shabaab cell in Mandera targeting learning institutions in Nairobi. Police subsequently released a statement on 28th January indicating that the information contained in the memo was false and aimed at causing “panic and apprehension”. On 01st February, police cordoned off the Technical Institute of Kenya along Moktar Daddah Street, Central Business District following reports of a suspected explosive device. The device was later identified as a spare part of a motor vehicle. The Boma hotels would represent a valuable target to terrorists due to its local prominence and the likely presence of foreign nationals.

CONCLUSIONS

The overall threat level at the Boma hotels is considered to be low, with no inhibitive risks identified during the assessment. Comprehensive security measures – physical, human and technical – have been implemented at the complex, which are assessed to effectively mitigate most common security threats in Nairobi. While crime rates are at a high level throughout Nairobi, the immediate surroundings of the site experience relatively few security-related incidents. However, significant threats to individuals travelling to and from the site from criminal elements, incidents in civil unrest remain in place.

ANNEX 1 – RISK MATRIX

Quantifying Risk: A Methodology

The SF risk matrix is designed to provide the reader with a visual representation of the threat breakdown specific to a project. The assessment should not be considered generic for the area and all ratings take into account the profile of the Boma Inn Hotel. SF has worked extensively with our methodology for quantifying risk. Whilst it is accepted that some level of informed qualitative assessment is necessary, subjectivity is removed where possible. Parameters have been modified and variables extensively and constantly reviewed to provide a dynamic and accurate representation of the threat level. It must be noted that although the risk matrix is a useful aid, it should be utilised in conjunction with the full discursive risk assessment, rather than independently. All ratings are assessed for an **unmitigated** project.

Risk is calculated as **likelihood** multiplied by **impact**. A number of guidelines suggest that likelihood should be assessed solely on historical precedence. This is considered overly simplistic and as such SF assess 'likelihood' for each threat by calculating the mean rating for the following, each ranked out of 5:

- **Historical Precedence:** how many incidents have there been over the past year?
- **Capability:** what capacity do malcontents have to launch an attack of this sort against the target?
- **Intent:** Based on the target / project's profile, would a group have the intent to move against it?
- **Vulnerability:** Could the target defend itself against attack?¹

SF assess the impact of a threat as the mean rating for the effect on people, assets, the environment and the organisation's reputation. Each category is ranked 0-5 based on the following guidelines:

| | People | Assets | Environment ² | Reputation |
|----------|----------------------------|---------------|--------------------------|---------------|
| 0 | No health effect / illness | No damage | No effect | No impact |
| 1 | Slight health effect/ | Slight damage | Slight effect | Slight impact |

¹ Unmitigated will be rated at least 3

² 'Environmental impact' as a rating is specific to OGP guidelines. However, In many contexts, the terms 'environs' or 'immediate surroundings' are assessed to be more relevant. Effectively, what is the spatial impact?

| | | | | |
|---|-------------------------------|------------------|----------------|----------------------|
| | illness | | | |
| 2 | Minor health effect / illness | Minor damage | Minor effect | Limited impact |
| 3 | Major health effect / illness | Local damage | Local effect | Considerable impact |
| 4 | Single fatality | Major damage | Major effect | National impact |
| 5 | Multiple fatalities | Extensive damage | Massive effect | International impact |

Both likelihood and impact are thus rated out of 5 for each threat. The likelihood and impact ratings are then multiplied together to produce a risk rating ranging from 0-25.

| | |
|-----------|------------|
| 0 - 4 | Negligible |
| 4.1 - 7 | Low |
| 7.1 - 12 | Moderate |
| 12.1 - 16 | High |
| 16.1 - 25 | Very High |

Road traffic accident

Road traffic accidents are a relatively common occurrence in Nairobi. Due to the dangerous driving of other road users, the vulnerability of employees and visitors to an accident is assessed to be moderate to high. A road traffic accident involving a guest's vehicle could have a high impact on personnel, while the reputational damage to the client is considered to be low.

| | | |
|------------------------------|----------------------------------|------------------------------------|
| Road traffic accident | Likelihood: 3 Impact: 2.5 | Risk Rating: 7.5 (MODERATE) |
|------------------------------|----------------------------------|------------------------------------|

Crime

The historical precedence of criminal activity in Nairobi is relatively high, particularly for opportunistic crimes such as petty theft. Incidents of armed robbery and home invasion have risen in recent months. Due to the perceived wealth of guests at the Boma hotels, the intent to target the site is considered high. Given the comparable strength of the outer perimeter, vulnerability is assessed to be moderate. The impact of crimes would vary dependent upon the type of criminal activity. In an incident of organised crime, casualties and potentially a fatality could occur. Assets could be significantly impacted. The reputational damage resulting from this could be high. Opportunistic crimes have a low impact overall, with little effect on personnel, assets, environment and reputation.

| | | |
|----------------------|-------------------------------------|----------------------------------|
| Opportunistic | Likelihood: 3.5 Impact: 1.25 | Risk Rating: 4.3 (LOW) |
| Organised | Likelihood: 3 Impact: 3 | Risk Rating: 9 (MODERATE) |

Terrorist attack

Incidents of terrorist attack have declined in Nairobi. However, the intent to target high-profile Kenyan and "Western" interests remains. There is similarly a precedence for the intent to attack institutions connected to the State of Israel, with embassies being prime targets in this regard. The relative proximity of the site to Wilson Airport is assessed to pose an additional risk in this regard. At the height of al Shabaab's attacks in Nairobi, the use of small explosive devices was the typical *modus operandi*. As such this type of attack is considered moderately more probable than a firearm attack.

Both types of attack could result in multiple fatalities and severe damage to assets, though an explosive attack would likely cause more asset damage. The reputational damage to the client in the event of an attack is likely to be high.

| | | |
|-------------------------|--------------------------------------|------------------------------------|
| Terrorist attack | Likelihood: 1.75 Impact: 4.25 | Risk Rating: 7.4 (MODERATE) |
|-------------------------|--------------------------------------|------------------------------------|

Kidnap for ransom

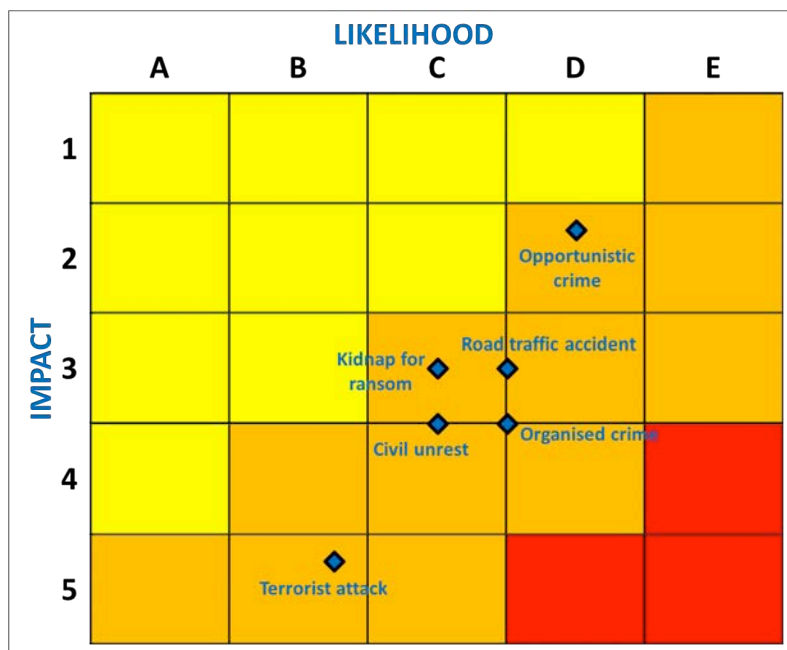
Recorded incidents of kidnap for ransom increased during 2016 and the intention to kidnap perceived high-net-worth individuals and their children remains high. Foreign nationals and individuals associated with internationally recognised companies are particularly valuable to kidnapers. The impact of a kidnap could be significant, as both personnel and reputation could be severely affected.

| | | |
|--------------------------|------------------------------------|--------------------------------|
| Kidnap for Ransom | Likelihood: 2.5 Impact: 2.5 | Risk Rating: 6.25 (LOW) |
|--------------------------|------------------------------------|--------------------------------|

Civil unrest

Incidents of protest are frequently recorded in Nairobi. Given the recently recorded anti-corruption protests and protests relating to strikes by medical professionals and lecturers, the prevalence of incidents of protest has increased. The site is somewhat removed from major hotspots of civil unrest, such as the CBD or university campuses. Though such civil unrest is unlikely to directly target the site, it could impact employees or visitors when arriving or leaving the office. Given the precedence of protests to turn violent, individuals could be injured.

| | | |
|---------------------|----------------------------------|------------------------------------|
| Civil Unrest | Likelihood: 2.5 Impact: 3 | Risk Rating: 7.5 (MODERATE) |
|---------------------|----------------------------------|------------------------------------|



With the correct mitigation measures in place, all threats to the Boma Hotels are considered to be acceptable (all fall into the orange segment). No threats are considered terminal to the hotels' operations (red).

FOR ANY ENQUIRIES REGARDING THIS REPORT OR ANY OTHER COMPANY DELIVERABLES, PLEASE CONTACT:

INFORMATION & ANALYSIS TEAM

Email: infoteam@salama-fikira.com