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9th International Forum on Energy for Sustainable Development

Benghazi

Protection of Critical Energy Infrastructure: Mitigating Security Risks to Critical Energy Infrastructure

Lessons From Managing a Private Oil & Gas Contractor in Post-Revolution Libya

Kiev 12th - 14th November 2018

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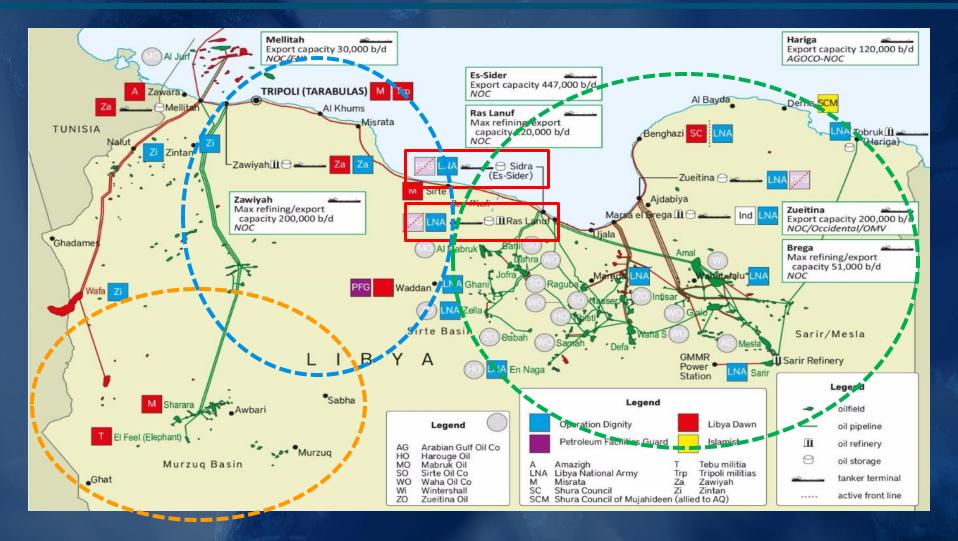






Al Kufrah

Scene Setter: Critical Infrastructure in Libya







What Happens If We Are Unable to Protect Them







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 Because these are the main Oil export terminals and more than 64% of state budget comes from Oil export (2018 Budget)





What Happens If We Are Unable to Protect Them

- Severe national / trans-border pollution and adverse environmental impact
- ~USD25 Millions "gone in smoke" for each full storage tank destroyed: opportunity cost
- Increased appeal of available workforce to more lucrative and cash generating activities such as militia and illegal migration business





Our Management Strategy In Such Volatile Environment

Understanding, segmenting & quantifying Risks A - Beyond the control of Management

B - Under the control of Management

RISKS TO CRITICAL ASSETS = RISKS TO PERSONNEL + INFRASTRUCTURE





Our Management Strategy In Such Volatile Environment

Understanding, segmenting & quantifying Risks

- A Beyond the control of Management
 - Mitigate or Minimize exposure: *e.g.*
 - Change routes,
 - shut down operations or completely evacuate sites







Our Management Strategy In Such Volatile Environment

Understanding, segmenting & quantifying Risks

<u> A - Beyond the control of Management</u>

B - Under the control of Management

Human Resources: MOST VALUABLE ASSET

- Regional-mix in the work force transcending local conflicts between the 3 main regions
- Strong alignment of incentives with company objectives

Mutual protection and anticipation of adverse circumstances by employees & vendors

Local Vendors: KEY STAKEHOLDERS

- Sourcing services from local communities in priority: e.g. transportation, security and equipment rental
- Providing training to develop new
 competencies and expand the spectrum of services: e.g. mechanics, welders, etc.





COMPANY HQ IN TRIPOLI IN AFTER TRIPOLI LIBERATION IN 2011

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DO NOT BUILD CRITICAL INFRASTRUCTURE NEAR MILITARY INSTALLATIONS !!!

Thank you for you attention

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