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EXECUTIVE PROTECTION AND TRAVEL SECURITY

Professional Jurisdiction Briefing

Subject: Al-Rafidayn Logistics & Security Services · Jurisdiction: Basra, Iraq

TARGET LOCATION

Basra, Iraq

CLIENT TYPE

security consultant

URGENCY

priority, 24 to 72 hours

BUDGET

EUR25,000-EUR100,000

REFERENCE

OPS-N2L8AC

ENRICHMENT

0 of 14 sources returned data

JURISDICTION ASSESSMENT

COMPLEXITY

HIGH

SERVICES

LIMITED

THREAT LEVEL

HIGH

SOURCES QUERIED

Interpol Red Notices	ICIJ Offshore Leaks	GLEIF (Legal Entity Identifier)	Google News RSS	Wikidata (Structured Entity Data)
Wikipedia (Identity Resolution)	Companies House (UK Corporate Registry)	UK Insolvency & Disqualification	CourtListener (US Federal Courts)	
SEC EDGAR (Securities Filings)	SAM.gov (Federal Debarments)	HaveIBeenPwned (Email Breaches)	IP Geolocation (Domain Server)	
EU VIES VAT Registry				



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Professional Jurisdiction Briefing

COMPLEXITY RATING HIGH	SERVICES AVAILABILITY LIMITED	THREAT LEVEL HIGH
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JURISDICTION BRIEFING: EXECUTIVE PROTECTION & TRAVEL SECURITY - BASRA, IRAQ

Matter Reference: Al-Rafidayn Logistics & Security Services - Partner Vetting & Operational Readiness

Prepared for: UK Close Protection Provider | European Energy Sector Principal

JURISDICTION PROFILE

Country: Iraq City: Basra

Complexity Rating: HIGH

Professional Services Availability: LIMITED

Threat Level: HIGH

THRESHOLD ASSESSMENT

WHAT MUST HAPPEN IN THE TARGET JURISDICTION:

Physical presence in Basra is genuinely required for the following elements of this engagement:

- Ground reconnaissance of movement routes between BIAP South (Basra Airport), accommodation, and the facility upgrade site
- Physical verification of Al-Rafidayn's operational premises, vehicle fleet, and personnel
- In-country liaison with Iraqi authorities regarding private security licensing and firearms authority
- Coordination with a licensed Iraqi security subcontractor as legally required under national law
- Medical and casualty evacuation pre-positioning, which requires local provider agreements
- Interpreter sourcing and in-person vetting

WHAT CAN BE DONE REMOTELY OR FROM THE CLIENT'S OWN JURISDICTION:

- Sanctions, PEP, and watchlist screening of Al-Rafidayn and its principals (home-jurisdiction compliance consultants or specialist platforms)
- Review of Iraqi PSC licensing requirements via available legal guidance and specialist security law advisers based in the UK or Gulf region
- Insurance and duty of care framework review by UK-based insurers and legal counsel
- Corporate due diligence desktop research on Al-Rafidayn, including registry queries, open-source intelligence, and supply-chain risk databases



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- CASEVAC and medical insurance arrangements with providers such as ISOS, Control Risks Assistance, or Healix
- Contract review and liability structuring with UK-based solicitors experienced in hostile environment work

WHAT THE CLIENT CAN DO THEMSELVES, TODAY, AT NO COST:

- Search the Iraqi Companies Registration Directorate concept via the Ministry of Trade's public portal for any available registry data on Al-Rafidayn
- Query the OFAC, EU, UN, and UK OFSI consolidated sanctions lists directly for the entity name and any named principals
- Review the UK FCDO Travel Advice for Iraq (gov.uk/foreign-travel-advice/iraq), which includes current threat assessments for Basra Governorate
- Check the UN Security Council 1267 Committee consolidated list for any entity name matches
- Approach their professional indemnity and liability insurer now to determine whether Iraq is a covered jurisdiction before accepting the contract

PROPORTIONALITY:

The engagement budget of EUR25,000-EUR100,000 is proportionate to the operational complexity. This is not a recovery or litigation matter where cost-benefit against a disputed sum applies. The proportionality question here is one of risk acceptance: the cost of inadequate preparation in a HIGH threat environment is potentially catastrophic and non-recoverable. Full-scale engagement across all workstreams is appropriate and justified.

THRESHOLD CONCLUSION:

This engagement genuinely requires work in both the client's home jurisdiction and in Basra. The regulatory, insurance, and duty of care workstreams should be initiated immediately from the UK. Al-Rafidayn vetting should run concurrently via a specialist risk intelligence firm. Physical ground-truth verification and route reconnaissance requires in-country presence, ideally via an established regional security provider with a Basra footprint. The three-week deployment window creates acute time pressure across all workstreams.

STRATEGIC APPROACHES

APPROACH 1 - STANDARD

Method: UK-based desktop due diligence on Al-Rafidayn using open-source tools, free sanctions lists, and the FCDO travel advisory. Client reviews Iraqi PSC licensing requirements independently and seeks written confirmation from Al-Rafidayn of their licence status. Insurance review conducted via existing broker.

Timeline: 5-10 working days

Estimated Cost: EUR500-EUR1,500

Recommended for: Clients who have prior Iraq operational experience and existing in-country relationships, and where budget constraints require phased engagement. Not recommended as a standalone approach for a first-time Iraq deployment with no ground-truth verification.

APPROACH 2 - ACCELERATED (RECOMMENDED)

Method: Concurrent workstreams. Engage a Tier 1 or specialist regional risk intelligence firm to conduct enhanced due diligence on Al-Rafidayn, including principal identification, licensing verification, and operational track record. Engage UK-based legal counsel with hostile environment or international security sector experience to advise on Iraqi PSC law, firearms authority, and duty of care structuring. Retain a CASEVAC provider. Conduct insurance review with a specialist

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war-risk or hostile environment underwriter. In-country ground reconnaissance and route survey commissioned via the retained risk firm's Basra-based team or a vetted subcontractor.

Timeline: 7-14 working days (consistent with three-week deployment window)

Estimated Cost: EUR18,000-EUR45,000 across all workstreams

Recommended for: This engagement. First-time Iraq deployment, four principals, multi-week duration, unverified local partner. Full professional support is proportionate.

APPROACH 3 - EXPEDITED

Method: All Approach 2 workstreams compressed into 72 hours to one week. Engage a single Tier 1 integrated risk and intelligence firm (Control Risks, G4S Iraq, or equivalent) to deliver threat assessment, Al-Rafidayn EDD, route reconnaissance, CASEVAC pre-positioning, and regulatory compliance advisory as a unified package. Simultaneous instruction of UK legal counsel and war-risk insurer. Daily intelligence updates from deployment through extraction.

Timeline: 72 hours mobilisation, ongoing through six-week deployment

Estimated Cost: EUR50,000-EUR95,000 (within stated budget ceiling)

Recommended for: Clients requiring maximum confidence before accepting a contract with no prior Iraq exposure, or where the intelligence picture deteriorates and real-time advisory support is needed throughout the deployment.

MATTER SUMMARY

A UK close protection provider is evaluating acceptance of a contract to deliver CPO coverage for a four-person European engineering team conducting a six-week facility upgrade in Basra. The operating environment is genuinely complex: Basra Governorate is subject to periodic militia activity, inter-factional conflict, and a security landscape shaped by both state and non-state actors with varying degrees of tolerance for foreign private security operations. The client has correctly identified that contract acceptance should be conditional on a satisfactory risk picture, and that determination cannot responsibly be made without structured professional input. The three-week window before deployment is tight but workable if all workstreams are initiated immediately.

The vetting status of the proposed local partner, Al-Rafidayn Logistics & Security Services, is the most operationally significant open question. Live intelligence queries returned no adverse findings - but critically, they also returned no confirming data. Al-Rafidayn has no LEI registration, no Wikidata or Wikipedia presence, no news coverage, and unresolved identity status in the intelligence databases queried. As noted in the findings, this profile is entirely normal for a small or mid-size private company operating in Iraq, and absence of adverse data carries near-zero negative signal on its own. However, the absence of any independent verification means the client is currently relying solely on Al-Rafidayn's self-representation. For a first-time Iraq deployment with firearms authority and principal safety at stake, that is insufficient. Enhanced due diligence with ground-truth verification is required before this partner is accepted into the protective detail.

KEY CONSIDERATIONS

1. Al-Rafidayn Identity Status - Unresolved

The live intelligence digest returns an identity status of UNRESOLVED for Al-Rafidayn Logistics & Security Services. No unique identifier - company registration number, LEI, or equivalent - was available to anchor the query. All findings are therefore name-matched only and cannot be attributed with confidence to the specific entity. The client should obtain the



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Iraqi company registration number from Al-Rafidayn immediately and provide it for any further database queries. Without a unique identifier, the absence of adverse findings cannot be treated as a clean result.

2. Iraqi PSC Licensing Is Non-Negotiable

Iraq's Law No. 90 of 2017 on Private Security Companies establishes a licensing regime administered by the Ministry of Interior. Foreign PSCs cannot operate independently - they must either hold an Iraqi licence or operate under a licensed Iraqi subcontractor. Firearms authority is a separate and closely controlled authorisation. The client must confirm before accepting the contract: (a) whether Al-Rafidayn holds a current MOI-issued PSC licence, (b) whether that licence covers armed operations and vehicle movement, and (c) what the UK CPOs' legal status will be in-country and whether they can carry firearms or must rely on Al-Rafidayn personnel for armed coverage. Non-compliance with the licensing framework can result in arrest, detention, and criminal prosecution of CPO personnel.

3. Threat Picture - Basra Is Manageable But Not Benign

Basra is Iraq's primary energy and commercial hub and has a more stable security environment than Baghdad or the northern provinces. However, it is not low-risk. The operating environment is characterised by: Shia militia networks with variable relationships to the Iraqi state; a history of targeting foreign energy sector workers and their support infrastructure; periodic inter-militia violence affecting movement corridors; and a law enforcement environment where institutional loyalties are not always predictable. The airport-to-accommodation and accommodation-to-site movement corridors require route survey and should not be treated as routine. A current, source-based threat assessment from a provider with a Basra footprint is essential, not supplementary.

4. Duty of Care and Insurance Obligations Are Jurisdiction-Specific

The UK client entity owes a duty of care to both its CPO personnel and, by contract, to the European energy client's engineering principals. That duty does not diminish because operations are conducted in a hostile environment - in fact, UK courts and regulators have consistently held that the standard of care required is heightened where the employing organisation has accepted a contract in a known high-risk environment. The client must confirm before deployment: adequate war-risk and kidnap-and-ransom insurance cover for all six personnel; CASEVAC and medical evacuation arrangements with named providers and confirmed protocols; and a written risk assessment that demonstrates the duty of care standard has been met. Gaps in any of these create personal liability exposure for the UK entity's directors.

5. Interpreter Sourcing Requires Vetting, Not Just Referral

Interpreters in Basra operate within complex social and political networks. An interpreter with undisclosed militia affiliations or family connections to parties with interests in the facility upgrade creates an intelligence and security exposure that can compromise the entire protective detail. Interpreters should be sourced via a vetted provider - ideally the same risk intelligence firm conducting Al-Rafidayn EDD - and subjected to background vetting including employment history, tribal and family affiliations, and financial position. The interpreter must also be briefed on confidentiality obligations and should not be informed of movement plans beyond the minimum necessary for each day's operations.

LEGAL & REGULATORY FRAMEWORK

Iraq's private security sector is governed principally by Law No. 90 of 2017 on Private Security Companies, supplemented by Ministry of Interior implementing regulations. The law requires all PSCs operating in Iraq to hold a licence issued by the MOI General Directorate of Combating Crime, and separately authorises armed operations only where explicitly permitted under licence conditions. Foreign nationals operating in a security role without proper authorisation are subject to criminal liability under the Iraqi Penal Code. Critically, the law's implementation has been inconsistent across governorates, and Basra - while more commercially oriented than other provinces - has local interpretations of compliance that differ from Baghdad practice. The client



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should not assume that a Baghdad-validated understanding of the regulatory position translates directly to Basra without local legal confirmation.

Firearms authority in Iraq requires separate clearance from MOI and is not automatically conferred by a PSC licence. CPOs seeking to carry firearms must either have that authority embedded in a specific operational permit or must rely on Iraqi-licensed personnel for armed coverage. UK CPOs holding SIA licences have no reciprocal recognition in Iraq. The client's UK-based legal advisers should be engaged to clarify the contractual allocation of liability between the UK CPO entity and the Iraqi partner for firearms-related incidents, and to confirm the insurance position in the event of a use-of-force incident. The European energy client's corporate legal department should also be involved in this analysis, as their indemnification obligations under the CPO services contract may extend to regulatory compliance failures.

Iraq is not subject to a UK or EU embargo that would prohibit legitimate commercial engagement in the energy sector. However, Basra-based entities and individuals may be subject to individual targeted sanctions - particularly those with connections to militia organisations designated under the UK, EU, or US frameworks. The live intelligence check confirmed no active INTERPOL Red Notice against Al-Rafidayn. This is a relevant and useful data point - it indicates the entity or its principals have not been the subject of an international arrest warrant - but it is expressly not a sanctions check and must not be treated as one. No sanctions screening was conducted as part of the live intelligence queries. The client must conduct full sanctions screening of Al-Rafidayn, its named directors, and any identified beneficial owners against UK OFSI, EU, UN, and US OFAC consolidated lists before executing any agreement or making any payment to the entity.

PROFESSIONAL SERVICE PROVIDERS REQUIRED

TYPE: Risk Intelligence and Security Consultancy (Regional)

ROLE: Enhanced due diligence on Al-Rafidayn; current threat assessment for Basra operating area; route survey and ground reconnaissance; interpreter sourcing and vetting; ongoing deployment support

QUALIFICATIONS TO LOOK FOR: Demonstrated Basra or Southern Iraq operational footprint; existing MOI relationships; source-based (not media-only) intelligence capability; ISO 18788 accreditation or equivalent PSC management standard

TYPICAL COST RANGE: EUR15,000-EUR45,000 for full pre-deployment package with ongoing support

HOW TO VERIFY CREDENTIALS: Request client references from comparable energy sector deployments; verify MOI liaison capability via written confirmation; check membership of ASIS International and the Security Industry Authority's approved contractor scheme

CONFIDENCE LEVEL: HIGH

TYPE: UK Legal Counsel (Hostile Environment / International Security Sector)

ROLE: Iraqi PSC licensing advisory; firearms authority clarification; CPO personnel employment and liability structuring; duty of care documentation; contract review with European energy client

QUALIFICATIONS TO LOOK FOR: Solicitors or barristers with demonstrated experience in international security sector mandates, overseas employment law, and hostile environment operations; Iraq or MENA-specific regulatory experience preferred

TYPICAL COST RANGE: EUR3,000-EUR10,000 for advisory mandate through contract execution

HOW TO VERIFY CREDENTIALS: Solicitors Regulation Authority register (sra.org.uk); request Iraq-specific mandate references

CONFIDENCE LEVEL: HIGH





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TYPE: Medical and Casualty Evacuation Provider

ROLE: Pre-deployment medical screening; in-country medical support protocols; CASEVAC and MEDEVAC arrangements for all six personnel; 24/7 emergency coordination

QUALIFICATIONS TO LOOK FOR: Established Iraq footprint; confirmed Basra response capability; sub-60-minute response time guarantee or clearly documented fallback protocols; integration with regional trauma centres in Kuwait or UAE

TYPICAL COST RANGE: EUR5,000-EUR15,000 for a six-week deployment (six personnel)

HOW TO VERIFY CREDENTIALS: ISOS, Healix, and Northcott Global Solutions are verifiable by direct enquiry; request Iraq-specific SLA and response time documentation

CONFIDENCE LEVEL: HIGH

TYPE: War-Risk and K&R Insurer

ROLE: War-risk policy covering all personnel; kidnap and ransom coverage; crisis response retainer; liability cover for CPO entity and principals

QUALIFICATIONS TO LOOK FOR: Lloyd's-syndicated underwriters with Iraq and hostile environment track record; separate K&R policy with confirmed response consultant

TYPICAL COST RANGE: EUR3,000-EUR12,000 in premiums for six-week deployment (variable by coverage limits)

HOW TO VERIFY CREDENTIALS: FCA-registered broker; Lloyd's market validation; request policy wording review by UK legal counsel before binding

CONFIDENCE LEVEL: HIGH

TYPE: Corporate Intelligence / Due Diligence Firm (Al-Rafidayn EDD)

ROLE: Principal identification and beneficial ownership mapping; licence verification with Iraqi MOI; operational track record review; financial stability assessment; militia or political affiliation screening

QUALIFICATIONS TO LOOK FOR: ACFE-certified members; demonstrated Iraq corporate intelligence capability; Arabic-language source access; ability to conduct discreet in-country enquiries without alerting the subject

TYPICAL COST RANGE: EUR5,000-EUR18,000 for enhanced due diligence with in-country verification

HOW TO VERIFY CREDENTIALS: ACFE CFE Finder (cfenet.acfe.com/cfefinder); ASIS International member directory

CONFIDENCE LEVEL: HIGH

RECOMMENDED LOCAL FIRMS & CONTACTS

SERVICE TYPE: Integrated Risk and Security - Basra Operational Support

FIRM NAME: Control Risks (Iraq operations)

WEBSITE: controlrisks.com

WHY SUITABLE: Control Risks maintains an established Iraq operational capability including Southern Iraq coverage. They offer integrated threat intelligence, EDD, route survey, CASEVAC coordination, and in-country security support. Directly relevant to this engagement profile.

HOW TO MAKE CONTACT: Enquiry via controlrisks.com; specify Basra deployment, timeline, and scope

CONFIDENCE LEVEL: HIGH





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SERVICE TYPE: Security and Risk Advisory - Iraq Specialist

FIRM NAME: G4S Iraq (part of Allied Universal / G4S Government Services)

WEBSITE: g4s.com

WHY SUITABLE: G4S has operated in Iraq including the Basra energy sector for an extended period and holds the relevant MOI licensing framework knowledge and in-country relationships necessary to support partner vetting and regulatory compliance.

HOW TO MAKE CONTACT: Via g4s.com corporate enquiry function; reference Iraq operations and Southern Iraq specifically

CONFIDENCE LEVEL: HIGH

SERVICE TYPE: Medical Evacuation and Remote Medical Support

FIRM NAME: International SOS

WEBSITE: internationalsos.com

WHY SUITABLE: ISOS operates a 24/7 assistance centre with Iraq-specific capability and confirmed CASEVAC protocols for the Basra region. Standard provider for energy sector deployments in this geography.

HOW TO MAKE CONTACT: Via internationalsos.com membership and assistance enquiry

CONFIDENCE LEVEL: HIGH

SERVICE TYPE: Iraqi Corporate and Regulatory Legal Counsel

FIRM NAME: [No firm named - see directory pathway below]

WEBSITE: N/A

WHY SUITABLE: For Iraqi law advice on PSC licensing and MOI compliance, the client should approach the Iraqi Bar Association (iraqibar.net) or request referrals from the established risk firms above, who routinely work with vetted Iraqi counsel in Basra. Naming a specific Iraqi firm without current verification of practice status would risk directing the client to an unverifiable contact.

HOW TO MAKE CONTACT: Via iraqibar.net or via referral from retained risk intelligence provider

CONFIDENCE LEVEL: MEDIUM

RISK & COMPLIANCE CONSIDERATIONS

The most immediate compliance risk in this engagement is the potential for the UK CPO entity to operate in Iraq in breach of the MOI licensing framework, either because Al-Rafidayn does not hold a current and appropriate licence, or because the structure of the engagement places the UK entity in a position of operational control that exceeds what the licensing framework permits for foreign entities. This exposure extends to the individual CPO officers, who could face detention in the event of an incident. The client must obtain and review Al-Rafidayn's MOI licence documentation - not a copy provided by Al-Rafidayn alone, but one verified against the MOI registry - before the contract is accepted. This verification step should be included as a condition precedent in any heads of terms with the European energy client.

The live intelligence findings for Al-Rafidayn present a neutral-to-unclear picture that requires active clarification rather than



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passive reassurance. The confirmed INTERPOL Red Notice check returned no match, which is useful and should be noted. However, no sanctions screening, no PEP screening, no corporate registry verification, and no financial background check was conducted or returned usable data. The absence of an LEI registration is entirely consistent with a small Iraqi logistics and security company - this is not a red flag - but it does mean that corporate identity has not been independently confirmed. The unresolved identity status in the intelligence findings means the client is currently operating without an independently verified understanding of who Al-Rafidayn actually is, who controls it, and whether any of its principals appear on relevant watchlists. Sanctions screening must be completed before any contractual commitment or payment is made.

UK duty of care obligations under the Health and Safety at Work Act 1974, as amplified by the Management of Health and Safety at Work Regulations 1999, apply to British employers sending workers to hostile environments overseas. The client entity must demonstrate that it conducted a suitable and sufficient risk assessment, that residual risks were reduced so far as reasonably practicable, and that personnel were provided with adequate information, instruction, training, and supervision. For the European energy client's four principals, the CPO entity's contractual duty of care obligations should be expressly defined in the services agreement, including the allocation of liability for incidents arising from intelligence gaps, partner failures, or force majeure events. Directors of the UK CPO entity carry personal liability exposure if the duty of care framework is inadequate at the point of deployment.

LOCAL CONTEXT

Basra is Iraq's second city and the centre of the country's energy economy, hosting the major southern oilfields operated by international IOCs including BP, Shell, and their successor interests. This gives the city a degree of economic and institutional stability that distinguishes it from other Iraqi urban centres. However, the political environment is dominated by Shia Islamist factions, several of which maintain armed wings, and the relationship between the Iraqi state, the Popular Mobilisation Forces, and independent militia groups creates a layered and sometimes opaque security environment. Foreign workers in the energy sector have historically been a target of opportunity for kidnap-for-ransom and, less frequently, ideologically motivated violence. The risk to a European engineering team is real but manageable with appropriate security architecture.

The local business environment in Basra rewards established relationships and carries significant intermediary risk. Local partners - including logistics, transport, and security providers - frequently operate within patronage networks linked to political or tribal factions, and their selection of subcontractors, translators, or support staff may reflect those affiliations. This does not make Al-Rafidayn inherently unreliable, but it does mean that understanding who is behind the company - its founders, investors, and key personnel - is as important as understanding its licence status. Iraqi business culture places a premium on face-to-face relationship management, and the client should consider whether a pre-deployment meeting between a senior representative and Al-Rafidayn's leadership (ideally facilitated by the retained risk firm) is feasible before the principals arrive in-country.

SECURE WORKING PRACTICES

All movement planning should follow a strict low-profile protocol: no advance publication of routes or timings beyond the immediate operational team, no use of consumer navigation applications that upload route data to external servers, no communication of hotel or site details via unencrypted channels, and strict compartmentalisation of movement information such that interpreters and local drivers receive only the information required for each individual task. Communications between the UK-based command element and the in-country team should use an encrypted platform - Signal or an enterprise equivalent - with defined check-in protocols and a clearly documented escalation procedure. Accommodation should be selected for perimeter

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security and access control, not cost or convenience, and the selection should be validated by the risk intelligence provider before booking confirmation. Digital hygiene should be briefed to all four engineering principals before departure: no social media posting about the deployment, no geotagged photographs, and no discussion of the facility upgrade in unsecured communications.

RECOMMENDED APPROACH

Initiate immediately - within 24 hours - three parallel workstreams. First, contact a Tier 1 risk and intelligence provider (Control Risks or equivalent) and brief them on the full engagement scope: Al-Rafidayn EDD, Basra threat assessment, route reconnaissance, interpreter sourcing, and in-country security support. Request a proposal within 48 hours. Second, instruct UK legal counsel with international security sector experience to review Iraqi PSC licensing requirements, the proposed services contract with the European energy client, and the duty of care framework for all six personnel.

Concurrently, initiate the insurance workstream. Contact a Lloyd's-accredited war-risk and K&R broker and provide full deployment details - six personnel, six weeks, Basra, energy sector, close protection context. Request indicative terms within 72 hours. Contact International SOS or equivalent CASEVAC provider and initiate membership and pre-deployment assessment. These two streams - insurance and medical - can run in parallel with the intelligence and legal workstreams and should not wait for those to conclude.

By day seven, the client should have: a current threat assessment from a Basra-footprint provider; a preliminary EDD report on Al-Rafidayn with licence verification status; a legal opinion on the regulatory framework; indicative insurance terms; and a CASEVAC provider confirmed. This is the decision gate: the client reviews all inputs and makes a formal accept-or-decline determination on the contract. If Al-Rafidayn's licence status cannot be verified, if the threat assessment is adverse, or if insurance cannot be placed at acceptable terms, the client declines the contract. If all workstreams return satisfactory results, the client proceeds to full pre-deployment preparation in weeks two and three.

TIMELINE & MILESTONES

- (1) Days 1-2: Instruct risk intelligence provider; instruct UK legal counsel; initiate sanctions screening of Al-Rafidayn and named principals; contact ISOS and war-risk broker.
- (2) Days 3-5: Receive preliminary threat assessment and EDD status update; request Al-Rafidayn MOI licence documentation; obtain indicative insurance terms; confirm CASEVAC provider engagement.
- (3) Days 6-7: Decision gate - review all workstream outputs; formal accept-or-decline determination by client and European energy client; if proceeding, execute contracts with risk firm, legal counsel, ISOS, and insurer.
- (4) Days 8-14: Confirm accommodation and route survey; complete interpreter sourcing and vetting; conduct pre-deployment briefings for both CPOs and all four engineering principals; finalise communications protocols and emergency procedures.
- (5) Days 15-18: Final pre-deployment review; confirm ground transportation arrangements; establish in-country command and control structure; confirm check-in protocols with UK-based emergency coordinator.
- (6) Day 21 (Deployment): Deploy with full risk architecture in place; daily intelligence updates from risk provider; 24/7 CASEVAC and insurance response contacts confirmed and distributed.

Confidence Rating: HIGH - This timeline is achievable within the three-week window if workstreams are initiated within 24 hours of this briefing. The principal risk to the timeline is delay in obtaining Al-Rafidayn's corporate documentation or MOI licence verification, which could extend the EDD workstream by 3-5 working days. If verification cannot be completed before



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the decision gate, the client should consider whether a contract extension can be negotiated or whether the contract should be declined.

CONTINGENCY CONSIDERATIONS

The client should establish a clear protocol for the most probable adverse scenarios during the six-week deployment: (a) a security incident affecting movement corridors requiring route change or lockdown at accommodation or site; (b) a medical casualty requiring CASEVAC activation; and (c) a deterioration in the threat environment requiring early extraction. Each scenario should have a named decision-maker, a defined response timeline, and pre-positioned resources. The risk intelligence provider should be contractually obligated to provide real-time threat notifications throughout the deployment, not merely a pre-deployment assessment. The K&R insurer's crisis response consultant should be briefed on the deployment before day one and should have current contact details for the in-country team.

If Al-Rafidayn fails the EDD process - licence not verifiable, adverse principal findings, or refusal to provide corporate documentation - the client has two options before declining the contract: (a) identify an alternative vetted logistics and transport partner through the retained risk firm, which typically maintains a panel of approved subcontractors in Basra; or (b) renegotiate the contract timeline with the European energy client to allow additional time for due diligence. For investigator and due diligence referrals beyond those already named, the client may consult the ACFE CFE Finder (cfenet.acfe.com/cfefinder), the ASIS International member directory (asisonline.org), and the Security Industry Authority's approved contractor register for UK-side vetting support.

PROFESSIONAL FEES ESTIMATE

The accelerated approach (Approach 2, recommended) across all workstreams should be budgeted as follows: risk intelligence provider pre-deployment package including EDD, threat assessment, route survey, and interpreter sourcing - EUR15,000-EUR35,000; UK legal counsel including regulatory advisory and contract review - EUR4,000-EUR8,000; CASEVAC provider for six personnel over six weeks - EUR6,000-EUR12,000; war-risk and K&R insurance premiums - EUR4,000-EUR12,000; sanctions screening via a compliance platform - EUR500-EUR1,500. Total estimated cost across all workstreams: approximately EUR29,500-EUR68,500, within the stated budget range of EUR25,000-EUR100,000.

If the client elects the expedited Approach 3 - a single integrated provider delivering all workstreams as a unified package with ongoing deployment support - the all-in cost is likely to fall between EUR55,000-EUR90,000 depending on the level of in-country resourcing deployed. Clients should note that cost reduction should not be sought at the expense of the EDD or CASEVAC workstreams, which are the two elements most directly connected to personnel safety. The insurance and legal workstreams are less sensitive to cost compression. All fee estimates should be treated as indicative pending actual provider proposals.

EXECUTIVE SUMMARY & RECOMMENDED NEXT STEPS

Basra presents a genuinely HIGH complexity and HIGH threat environment that is nonetheless a managed and commercially active operating context for experienced security providers. The primary operational challenge is not the threat environment in isolation - which is navigable - but the combination of an unverified local partner, a first-time Iraq principal, and a three-week



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preparation window that creates acute pressure across regulatory, vetting, insurance, and medical workstreams simultaneously. Live intelligence queries on Al-Rafidayn Logistics & Security Services returned no active INTERPOL Red Notice, which is a useful baseline data point. However, corporate identity remains UNRESOLVED - no LEI, no registry data, no independent coverage - and critically, no sanctions screening has been conducted. The absence of adverse findings in the databases queried does not constitute a clean result; it reflects the limits of the queries run. Full enhanced due diligence with in-country verification, combined with mandatory sanctions screening of the entity and its principals, must be completed before this partner is accepted into the protective architecture.

- (1) Instruct a Tier 1 risk intelligence provider within 24 hours to initiate Al-Rafidayn EDD and a current Basra threat assessment.
- (2) Obtain Al-Rafidayn's Iraqi company registration number and MOI PSC licence number and submit both for verification.
- (3) Conduct full sanctions screening of Al-Rafidayn and all identified principals against UK OFSI, EU, UN, and US OFAC lists before executing any agreement or making any payment.
- (4) Instruct UK legal counsel to review the Iraqi PSC licensing framework, firearms authority position, and the duty of care obligations applicable to all six personnel.
- (5) Contact a Lloyd's-accredited war-risk and K&R insurer and International SOS simultaneously to initiate insurance binding and CASEVAC pre-positioning.

If the recommended approach is followed and all workstreams are initiated within 24 hours, the client will reach a fully informed accept-or-decline decision within seven days, with sufficient time to complete pre-deployment preparation before the scheduled deployment date.

--- END OF BRIEFING ---

[*] LIVE INTELLIGENCE ENRICHMENT

Live data from public sources, jurisdiction-routed, verify independently before operational use

> [!] IMPORTANT - READ BEFORE USING THIS DATA

> All results below are name-matched only. They are retrieved by querying public databases with the subject name as a search string. They have NOT been verified as relating to the specific individual or entity named in this engagement. Results may refer to entirely different people or companies who share the same name.

>

> Before relying on any finding below: cross-reference against date of birth, company registration number, address, or other known identifiers to confirm the result relates to your subject. Use the manual registry links provided in each section to verify directly at source.

>

> On absence of results: a source returning no match means only that this specific database holds no record matching the search string. It is not evidence of absence of risk. Small and mid-size private entities are routinely absent from LEI, encyclopaedia and news sources - this is expected and carries no adverse inference. Sections marked [!] require identity verification before operational use.

Live data retrieved from public sources. All findings require independent verification before operational use.

INTELLIGENCE SOURCE MANIFEST

Complete record of every source queried for this report - what triggered it and its current status.

| SOURCE | TRIGGER | STATUS |



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| --- | --- | --- |
| Interpol Red Notices | Always active | [OK] No matches |
| ICIJ Offshore Leaks | Always active | - No result returned |
| GLEIF (Legal Entity Identifier) | Always active | [OK] No matches |
| Google News RSS | Always active | [OK] No articles found |
| Wikidata (Structured Entity Data) | Always active | [OK] No records found |
| Wikipedia (Identity Resolution) | Always active - title prefilter and resolver review | [OK] No candidates returned by opensearch |
| Companies House (UK Corporate Registry) | UK location OR British nationality | [X] Not queried - no UK connection detected |
| UK Insolvency & Disqualification | UK location OR British nationality | [X] Not queried - no UK connection detected |
| CourtListener (US Federal Courts) | US location OR American nationality | [X] Not queried - no US connection detected |
| SEC EDGAR (Securities Filings) | US location OR American nationality | [X] Not queried - no US connection detected |
| SAM.gov (Federal Debarments) | US location OR American nationality | [X] Not queried - no US connection detected |
| HaveIBeenPwned (Email Breaches) | Email field provided | - Not activated (provide email address to enable) |
| IP Geolocation (Domain Server) | Domain field provided | - Not activated (provide domain to enable) |
| EU VIES VAT Registry | EU VAT number field provided | - Not activated (provide VAT number to enable) |
Direct integration for OpenSanctions, OpenCorporates and additional registries is in development. Until then, use the pre-targeted verification links in each section above.

JURISDICTION ROUTING NOTE

Jurisdiction-specific sources NOT queried (not applicable to this subject):

- CourtListener (US federal courts only)
- SEC EDGAR (US securities filings only)
- SAM.gov (US federal contractor/debarment registry only)
- Companies House (UK-registered companies only)
- UK Insolvency Service (UK subjects only)

ENTITY PROFILE

Wikidata indexes notable public entities only; absence is expected for private companies and individuals.

WIKIPEDIA PROFILE

Wikipedia returned no candidate articles for this search. Absence from Wikipedia is expected for private companies and non-public individuals and carries no adverse inference.

INTERPOL RED NOTICES

Interpol Red Notice search has returned no active notices matching "Al-Rafidayn Logistics & Security Services". Subject does not appear on Interpol's public Red Notice database at time of query.

GLOBAL COMPANY REGISTRY

Global registry search is not automated in this report. UK registrations are covered by the Companies House section where applicable. For other jurisdictions, search directly:

- OpenCorporates: <https://opencorporates.com/companies?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>

LEGAL ENTITY IDENTIFIER

GLEIF has returned no Legal Entity Identifier records matching "Al-Rafidayn Logistics & Security Services". Subject may not be a LEI-registered entity, or may be registered under a variant name.



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SANCTIONS / PEP SCREENING

Automated sanctions screening is not performed by this report. Screen the subject directly against the consolidated lists below before any commercial or operational commitment:

- OpenSanctions (aggregated global):
<https://www.opensanctions.org/search/?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>
- UK OFSI Consolidated List: <https://www.gov.uk/government/publications/financial-sanctions-consolidated-list-of-targets>
- US OFAC SDN Search: <https://sanctionssearch.ofac.treas.gov/>
- EU Consolidated Sanctions List: <https://www.sanctionsmap.eu/>

OFFSHORE LEAKS DATABASE

ICIJ Offshore Leaks query did not return a result. Manual search recommended at:

<https://offshoreleaks.icij.org/search?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>

RECENT NEWS INTELLIGENCE

Google News RSS returned no articles matching "Al-Rafidayn Logistics & Security Services". Absence of news coverage is expected for private companies and individuals without a public profile, and carries no adverse inference. Note that this query searches English-language sources only.

DIRECTORSHIP HISTORY

Global officer search is not automated in this report. UK officer appointments appear in the Companies House section where applicable. For other jurisdictions:

- OpenCorporates Officers:
<https://opencorporates.com/officers?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>

SUBJECT LOCATION INTELLIGENCE

The following represents documented and inferred location signals for subject: Al-Rafidayn Logistics & Security Services

DOCUMENTED LOCATION SIGNALS:

- (1) Reported last known area: Basra, Iraq

NOTE: Location signals are derived from public records and may be outdated. A registered address confirms a filing position, not a physical trading presence. Confirm independently before relying on any location above.

INVESTIGATOR REGISTRY LINKS

Pre-constructed links for manual investigator follow-up. Jurisdiction-aware - only relevant registries shown for this location, nationality, and operation type.

Global Registries

- (1) OpenCorporates - Global Company Search:
<https://opencorporates.com/companies?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>
- (2) OpenSanctions - Sanctions & PEP Database:
<https://www.opensanctions.org/search/?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>
- (3) ICIJ Offshore Leaks - Panama/Pandora Papers:
<https://offshoreleaks.icij.org/search?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>
- (4) OCCRP Aleph - Investigative Journalism Database:
<https://aleph.occrp.org/search?q=Al-Rafidayn%20Logistics%20%26%20Security%20Services>
- (5) GLEIF - Legal Entity Identifier Database:
<https://search.gleif.org/#/record/search?query=Al-Rafidayn%20Logistics%20%26%20Security%20Services>
- (6) Interpol Red Notices: <https://www.interpol.int/en/How-we-work/Notices/View-Red-Notices>
- (7) World-Check (Thomson Reuters):
<https://www.refinitiv.com/en/financial-risk/screening-solutions/world-check-kyc-screening>





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OPERATIONAL INTELLIGENCE

OPS-N2L8AC

20 Aug 2026 · 17:25 UTC



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