



# **The Contingency Planning Manual for Taiwan**

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## **The Contingency Planning Manual for Taiwan**

Written by Grant Rayner

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# PREFACE

The Contingency Planning Manual for Taiwan provides detailed instructions for protecting your organisation's employees and their families in Taiwan in the event of a major crisis, including hostile military action.

We initiated contingency planning in August 2022, during Nancy Pelosi's visit to Taiwan. Since then, we have continued to develop and refine our approach through research, consultation with clients, and time on the ground in Taiwan.

Overall, the Taiwan Contingency Planning Manual is an ideal reference for any organisation seeking to proactively manage their risk exposure in Taiwan.

## Background and experience

Grant Rayner, the author of this manual, has been based in Asia as a security consultant for more than 20 years. During this time, he has delivered numerous projects in Taiwan and has become very familiar with the country. Over the years, he's been able to get to parts of Taiwan not commonly explored by most people, including local Taiwanese.

In March 2023, Grant spent 10 days in Taiwan to validate key aspects of this plan. During that trip, he surveyed the major cross-island routes, and drove the full length of the island from north to south, along both coastal and inland routes. He also surveyed infrastructure on the east coast.

Grant has been involved with multiple client engagements relating to Taiwan, assisting several global companies to develop tailored contingency and evacuation plans.

Aside from his work relating to Taiwan, Grant has planned and executed evacuations from multiple locations, including Indonesia, Lebanon, the South Pacific and Nepal. In 2021, he planned and coordinated the exfiltration of an international NGO's personnel from Afghanistan after the US and NATO withdrawal.

In addition to his operational work, Grant has developed evacuation plans for most countries in the Asia Pacific region, including South Korea and Taiwan. He authored the Security Evacuation Handbook (Volumes I and II), and has written multiple articles on the planning and execution of security evacuations.

## **Who is this manual for**

This Contingency Planning Manual for Taiwan is intended for organisations with personnel, facilities and operations in Taiwan.

The manual is intended not only for organisations with expatriate employees and associated family members, but also for organisations seeking to protect their local staff and families.

This manual also has utility outside of a conflict scenario. Many of the protocols can also be applied for major incidents, such as earthquakes, typhoons and radiological incidents.

## **How to use this manual**

This Contingency Planning Manual is designed to be a comprehensive reference to enable your organisation to successfully plan for and execute contingency options in response to a major crisis, including hostile military action against Taiwan.

The manual steps you through the preparation process, guides you as to when you should make key decisions, and provides detailed

operational plans for the execution of options to protect employees and their families.

The manual is designed so that it can be picked up and used with minimal modification.

Alternatively, you can also use this manual as a head start for your own planning and preparation, extracting useful elements from this plan and tailoring them to your own requirements.

Be aware that this manual has been developed based on a ‘typical’ organisation. Therefore it may be necessary to make small adjustments based on your organisation’s operating context. To make this process as easy as possible, I’ve used placeholders to indicate where you may need to change information. Roles and responsibilities is one example where you are prompted to enter the appropriate person or group.

Of course, when it comes to decision-making and readiness, you should also carefully consider your organisation’s risk tolerance and duty of care obligations.

## **Updates**

We may make updates to this Contingency Planning Manual. If we do make an update, you’ll be sent an email with a link to download the latest version of the plan. There will be no additional charge for the updated version.

## **Taiwan Contingency Planning Workspace**

In addition to this plan, we’ve developed a ‘Taiwan Contingency Planning Workspace’, which is accessible online in a secure workspace on a subscription basis. The information in the

workspace is continually being updated based on changes in the situation and input from members.

The workspace includes MS Word templates for each section, allowing you to download and adapt these sections for your own organisation. It also incorporates additional tools and templates, including the following:

- Evacuee Manifest
- Site Evacuation Preparation spreadsheet
- Evacuation Briefing Templates
- Movement Coordination Worksheets

If you purchase this manual, then decide you want to upgrade to the Taiwan Contingency Planning Workspace, we'll deduct the cost of this manual from the cost of the Taiwan Contingency Planning Workspace.

## **Customised planning**

If you would like us to assist you with contingency planning that's tailored to the specific needs of your organisation, we would be happy to do so. Please reach out to us at the email below:

[team@spartan9.com](mailto:team@spartan9.com)

# INTRODUCTION

## Objective

The objective of this Contingency Plan is to provide detailed instructions for protecting employees and their families in Taiwan in the event of a major crisis, including hostile military action.

The plan includes decision-making, preparedness and readiness frameworks. It also includes operational plans for air evacuation. If evacuation by air is not possible, plans are included for shelter-in-place and domestic relocation.

## Scope

This Contingency Plan is designed to incorporate all of your organisation's sites in Taiwan, along with all employees and their immediate families. The plan also takes into account any travellers who may be in Taiwan at the time of a crisis.

Given the broad regional impacts of any military action against Taiwan, the safety of employees in China, Japan, South Korea, and the Philippines should also be considered as a separate exercise.

## Distribution

The contents of this Contingency Plan are confidential. Distribution of this plan should therefore be strictly controlled within your organisation.

As a guide, distribution can be restricted to the following individuals and groups:

- Members of the Crisis Management Team



- Members of the Regional Incident Management Team
- Executives and senior management in your Taiwan organisation

This Contingency Plan is not intended to be distributed to employees in Taiwan. The contents of the plan are intended for management use only.

If you present this plan to executives or senior managers in your organisation in Taiwan, you will need to be careful in how you communicate the need for this plan to avoid causing concern.

This Contingency Plan is intended for internal use only. It should not be provided to external parties, including vendors involved with supporting an evacuation.

## **Maintenance**

The nominated Country Evacuation Coordinator, with the support of the Regional Incident Management Team (or equivalent), should be responsible for maintaining contingency plans and ensuring all information is up to date.

Contingency plans should be reviewed annually or whenever there are changes to operations (e.g., new facilities) or changes to the risk environment.

# Structure

This Contingency Plan is structured as follows:

## **Part 1. Strategy and Policy**

- 1.1 Evacuation concept
- 1.2 Operational factors
- 1.3 Personnel exposure
- 1.4 Leadership and decision making
- 1.5 Evacuation policies

## **Part 2. Decision-Making and Readiness**

- 2.1 Decision support tools
- 2.2 Evacuation preparation
- 2.3 Evacuation readiness

## **Part 3. Operational Plans**

- 3.1 Air Evacuation Plan
- 3.2 Emergency Evacuation Plan
- 3.3 Shelter-in-Place Plan
- 3.4 Domestic Relocation Plan
- 3.5 Government evacuations

# **PART 1**

# **STRATEGY & POLICY**

## **PART 2**

# **DECISION-MAKING AND READINESS**

# **PART 3**

# **OPERATIONAL PLANS**

# END NOTES

## Feedback

If you have any feedback on ways we can improve the Contingency Planning Manual for Taiwan, please get in touch.

## Taiwan Contingency Planning Workspace

We're maintaining a secure online workspace that expands on the details of this manual and provides access to additional tools and templates. Multiple international organisations are using this workspace as a resource to support their internal planning.

If you believe your organisation would benefit from access to this workspace, please get in touch.

## Further Reading

If you'd like to learn more about the planning and execution of security evacuations, you'll find the following books useful:

- The Security Evacuation Handbook Volume I: Fundamentals and Planning
- The Security Evacuation Handbook Volume II: Decision Making and Execution

You can learn more about these books at our website:

<https://www.spartan9.com/publications>

