GLOBAL INITIATIVE
AGAINST TRANSNATIONAL
ORGANIZED CRIME

COUNTRY MANAGEMENT PROCEDURE

2024

CONTENTS

INTRODUCTION

The GI-TOC recognizes the importance of identifying, assessing and reducing risk in the countries where GI-TOC team members reside. As such, this procedure details when the GI-TOC will develop country security plans, confirms who writes and reviews them, and explains the structure of these plans. A set of information sources is also provided to support risk identification and analysis.

This procedure and the country security plan is designed from the perspective that good country risk management:

- Should not be onerous, overly bureaucratic, too processed or too prescriptive.
- Should recognize the depth of risk management experience held by the GI-TOC's teams.
- Should be applicable to all countries, despite the different ways in which the GI-TOC's teams operate, the varied activities they engage in and the associated risks.

WHEN DOES THE GI-TOC REQUIRE COUNTRY SECURITY PLANS?

- Any country where the GI-TOC has resident team members should have an up-to-date country security plan.
- Risks in countries where the GI-TOC has no resident team members are managed under the travel guidance and procedure.
- However, in some countries where the GI-TOC has no resident team members, it may sometimes be sensible to create a country security plan, particularly if team members are frequently travelling to the country or if there are many in-country implementing partners, grantees or fellows. This decision is discretion-based and made by the Security committee.

WHO WRITES COUNTRY SECURITY PLANS?

Country security plans should be written by residents in the country or those leading the work in that country (if the GI-TOC has no resident team members). Ideally it should be written by a citizen of the country or by a long-term resident because they will likely have the best view of the country's context, threats, risks and staff capabilities.

WHO REVIEWS AND APPROVES COUNTRY SECURITY PLANS?

Country security plans are reviewed by the Security committee and approved by the director or deputy director. The review is designed to act as a sounding board, provide thought leadership, and reduce any unintended bias or risk normalization.

WHEN SHOULD COUNTRY SECURITY PLANS BE UPDATED?

Country security plans should be updated, at a minimum, once per year. Additionally, country security plans should be ideally updated if any of the following trigger events occur:

- An increase or decrease in the risk level provided by the GI-TOC's insurer (https://www.garda. com/crisis24).
- An election, coup, leadership change or major political or power change.
- A significant (positive or negative) change to the health, safety or security environment.
- Any significant engagement from the GI-TOC, e.g., reports, press releases, etc.
- A desire to do so by the country team.

WHAT IS THE STRUCTURE OF A COUNTRY SECURITY PLAN?

Country security plans are intentionally designed to be as simple and concise as possible. As such, they are structured in two (or three) separate documents, as follows:

1. Country welcome pack

The country welcome pack is intended for **travellers** and provides:

- Key facts about the country's activities.
- Details of the country's key risks and mitigation measures for diverse and all travellers.
- Information on what travellers need to do before, on arrival and during travel to the country.
- Useful information (including local laws and customs, entry requirements, airport transfer information, currency, places to stay and eat, communications, climate, religion and celebrations).
- An identification of any entry and departure requirements.
- A list of important contacts.
- Translated key words and phrases.

2. Country security plan

The country security plan is intended for **residents** (it can also be referenced by travellers seeking a deeper level of information) and provides:

- Key country information.
- A risk summary for all team members, including those with diverse profiles.
- Mitigations for risks for those with diverse profiles, the office, accommodation, travel, communications, digital and information, and the organization.
- Mitigations for likely incidents with associated actions and decision-making responsibilities.
- Contingency plans, including trigger events, hibernation, relocation, evacuation and medical care.
- Insurance information.
- A list of important contacts.

3. Country risk assessment

The country security risk assessment is **optional** and can be used to gain a more granular view of threats, vulnerabilities, strategies, mitigations and risks. However, it is strongly recommend that countries that have a `HIGH` or `CRITICAL` risk level as assigned by the GI-TOC's insurer (https://www.garda.com/crisis24) complete a risk assessment.

WHAT SOURCES OF INFORMATION CAN SUPPORT ROBUST ANALYSIS?

A good starting point is to download a country of interest report from the GI-TOC's insurer's website (https://www.garda.com/crisis24).

In addition, the following websites also provide a reliable source of information:

Country and risk information

- UK FCDO's Foreign Travel Advice website (https://www.gov.uk/foreign-travel-advice).
- US Department of State website (https://www.state.gov/).
- Australia's Foreign Affairs Smart Traveller website (http://smartraveller.gov.au/Pages/default.aspx).
- OSAC's Country Safety Reports (www.osac.gov/Content/Browse/Report?subContentTypes=Country%20Security%20Report).
- INSO's NGO Safety Reports (https://ngosafety.org/analysis-reports/).
- Civicus Monitor's Civic Space Ratings (https://monitor.civicus.org/).
- Reporters Without Borders Country Ranking (https://rsf.org/en/ranking).

Digital, information and communication security information

- Freedom House's Internet Freedom Scores (https://freedomhouse.org/countries/freedom-net/scores).
- Open Signal's Global Cell Coverage Map (https://www.opensignal.com/networks).
- ProtonMail's VPN Country Guide (https://docs.google.com/document/d/1H4kPNvYKBSqQUJyUFIqheBxJaD34acsv5x07kX17kks/edit).
- Global Partners Digital's World Map of Encryption Laws and Policies (https://www.gp-digital.org/world-map-of-encryption/).

Health information

- CDC's Traveler's Health (https://wwwnc.cdc.gov/travel/).
- International SOS's Medical Risk Ratings (https://www.travelriskmap.com/#/planner/map/).
- Travel Health Pro's Country Health Information Sheets (https://travelhealthpro.org.uk/countries).
- WHO's Fact Sheets (https://www.who.int/news-room/fact-sheets).

LGBTQI+ traveller information

- US State Department's LGBTQI+ Travelers Guide (https://travel.state.gov/content/travel/en/international-travel/before-you-go/travelers-with-special-considerations/lgbtqi.html).
- UK Government's Lesbian, Gay, Bisexual and Transgender foreign travel advice (https://www.gov.uk/guidance/lesbian-gay-bisexual-and-transgender-foreign-travel-advice).
- ILGA's Sexual Orientation Laws Map (https://ilga.org/maps-sexual-orientation-laws).
- Stonewalls' LGBT Global Workplace Country Briefings (https://www.stonewall.org.uk/resources-creating-lgbtq-inclusive-workplace/resources-global-lgbtq-workplace-inclusion/global-workplace-briefings).
- IGLTA's LGBTQ+ Safety Guide (https://www.iglta.org/destinations/travel-guides/lgbtq-safety-guide/).
- Equaldex's Equality Indexes for homosexuality, gay marriage, censorship, changing gender, non-binary gender recognition and more (https://www.equaldex.com/).

Female traveller information

- US State Department's Women Travelers Guide (https://travel.state.gov/content/travel/en/international-travel/before-you-go/travelers-with-special-considerations/women-travelers.html).
- Caroline's Rainbow Foundation's Female Travel Tips (https://www.carolinesrainbowfoundation.org/female-travel-advice/).
- UK Government's Advice for Women Traveling Abroad (https://www.gov.uk/guidance/advice-for-women-travelling-abroad).
- UN Women's Global Database on Violence against Women (https://evaw-global-database.unwomen.org/en).

Differently abled traveller information

- US State Department's Travelers with Disabilities Guide (https://travel.state.gov/content/travel/en/international-travel/before-you-go/travelers-with-special-considerations/traveling-with-disabilties.html).
- UK Government's Disability and Travel Abroad Guide (https://www.gov.uk/government/publications/disabled-travellers).

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ABOUT THE GLOBAL INITIATIVE

The Global Initiative Against Transnational Organized Crime is a global network with over 600 Network Experts around the world. The Global Initiative provides a platform to promote greater debate and innovative approaches as the building blocks to an inclusive global strategy against organized crime.

www.globalinitiative.net