

ACTIVITY ANALYSIS GUIDE¹

The Activity Analysis is carried out prior to the development of an activity and is used for the evaluation and acceptance of any new international activity or its renewal. If an activity spans several months and the safety and security context in which it unfolds evolves, it may be necessary to restart the process in part or in its entirety.

To ensure optimal results, the Activity Analysis should:

- Be conducted by a qualified person that has the time and resources to perform it.
- Integrate data from multiple sources (Global Affairs Canada, accident reports, other countries' government websites, newspapers and other media, information from other organizations operating at destination)
- Collect information from stakeholders (local partner, national partners, local authorities, government, etc.).
- Consider the organization's risk tolerance, policies, and procedures in place within the organization, both at head office and at destination.
- Comprise a field visit.

The 6 steps of the *Activity Analysis*

- 1- Understand the activity's context
- 2- Identify risks
- 3- Identify risk levels
- 4- Define risk management strategy and mitigation measures
- 5- Analyze partnership compatibility
- 6- Make decisions

Some tips for conducting the Activity Analysis

- Value the information disclosed during informal exchanges.
- Make sure that the exchanges/discussions are conducted in a climate of mutual trust, thus promoting the free expression of key contacts.
- During your stay, visually observe the presence of safety and security equipment (smoke detectors, evacuation plan, first aid kit, vehicle in running order, etc.).
- Distinguish rumours from facts while paying close attention to rumours as they may contain true and useful information.

¹ The proposed Methodological Guide is an adapted version of a support tool to Aléas' *Country Safety Guide*.

1. UNDERSTAND THE ACTIVITY'S CONTEXT

To fully understand the context in which the activity takes place, we must establish the context by identifying and documenting the various aspects that make up the country and can affect the safety and security of individuals staying there.

Using different sources of information²:

- Consider the historical context, provide an overview of the country in order to gain an understanding of the political, economic, health, culture, infrastructure, etc.
- Identify and rigorously document warnings, notices, announcements and advices in the country and regions you visit.
- Address the following aspects:
 - The country's **cultural and civilian** context and its stability: political, ethnic, social, economic, religion, male-female relationships, etc.
 - **Authorities and local forces**: systemic corruption, links with criminal or terrorist groups, lack of security exacerbated by law enforcement's incompetence and nonchalance, extortion, "taxing" or payment of a right of way, etc.
 - **Crime**: criminal groups present, most common types of crime (fraud, harassment, counterfeiting, sexual assault, etc.), main regions or places associated with the crimes, individuals targeted by the crimes, etc.
 - **Terrorism**: history of terrorist events, presence of terrorist groups, level of threat in the country or region.
 - **Infrastructure**: road conditions and key road safety risks, adequacy of highways/bridges, quality and safety of road/maritime/rail public transportation, state of air/maritime ports, state of power grid and outages, cell phone/internet coverage, lighting at night, etc.
 - **Health care**: overall quality, access, history of pandemic and epidemic diseases, etc.
 - **Geographical** features: characteristics of the territory (topography, hydrography, deforestation, climatology, etc.), history and probability of natural disaster occurrence (earthquake, tidal waves, fires, hurricanes, landslides, floods, heavy rains, etc.), and presence of unexploded minefields or munitions, etc.

² A non-exhaustive list of sources was made available as a tool in Module 2.

2. IDENTIFY RISKS

A risk is the combination of a threat and the existence of a vulnerability to this threat.

$$\text{Risk} = \text{Threat} \times \text{Vulnerability}$$

Example:

- i. Threat: Motorcycles are numerous and weave their way everywhere (Ho Chin Min, Vietnam).
Vulnerability: Misunderstanding of cultural codes of conduct and traveller's inexperience.
Risk: **To be hit by a motorcycle (transportation accident).**

2.1 Identify Threats

Identify the threats of the country present in the region(s) and your activity's various locations by:

- Identifying the events that have occurred and the near misses.
- Consulting various credible sources (see tab 1. Information Source).
- Questioning stakeholders.
- Conducting a field visit.
- Investigating hidden threats meaning those that do not immediately come to mind.

2.2 Complete the Risk Analysis Grid

For each of the identified threats, indicate:

- A general description
- The causes and triggers
- The location
- The vulnerability

Vulnerability refers to the propensity of a person, group or community to suffer the effects of a threat. Vulnerability results from the combination of physical, social, cultural, economic and environmental factors. It is recommended to consider gender, age, sexual orientation, religion (ostentatious signs) and the individuals' origin (skin colour) when characterizing vulnerability. For example, a homosexual person in Canada does not have the same vulnerability to violence as in South Africa where homosexuality is vehemently resented and where there is a history of homophobic crimes.

2.3 Identify Risks

Identify the threats that are a risk.

3. IDENTIFY RISK LEVELS

Identifying the risk level helps to identify the risks for which the organization needs to implement mitigation measures.

$$\text{Risk level} = \text{Probability of occurrence} \times \text{Impact}$$

3.1 Continue to Complete the Descriptive Sheet

For each of the identified risks, continue to complete the tab 4. Descriptive Sheet by indicating:

- Anticipated impacts
- Probability of occurrence

The impact (severity) indicates the degree of potential negative consequences for which the measurement criteria are: minor, moderate, high and critical.

The probability defines to what extent the risk is likely to occur under the conditions of the studied activity. For risks stemming from human actions or fauna (civil unrest, war, corruption, theft, aggression, terrorist act, insect-borne disease, animal attack, etc.), the variables to be considered are intention and capability, while for other types of risks (natural disaster, infrastructure failure, telecommunication or electrical failure, etc.), it is rather the use of statistics based on recorded past occurrences that are to be considered. The Risk Level Matrix part of the Excel document you received as a tool in Module 2 presents a table that defines those criteria.

Risk from human/Fauna source	Intention ³ & capability ⁴ to execute the risk (qualitative)
Risk from other source	Statistical occurrences in time (quantitative)

Predictability and speed of appearance refer to warnings (early alerts for tsunamis or emitted by the Canadian government). This qualitative information is also used to determine the type of monitoring to implement.

3.2 Identify your Risk Level

Assign a value between 1 and 4 for impact and probability. Use the information compiled in tab 4. Descriptive sheet to be as objective as possible.

The level of a risk is established by multiplying the rating (between 1 and 4) associated with probability and impact.

Example:

- i. **Risk: To be hit by a motorcycle in Ho Chi Minh, Vietnam (transportation accident).**
 Threat: Motorcycles are numerous and weave their way everywhere.
 Vulnerability: Misunderstanding of cultural codes of conduct and traveller's inexperience.
 Probability: It is likely that one of our travellers will get hit (3).
 Impact: If our traveller is hit, the physical and financial impacts (hospitalization) are high (3).
Risk level: High (3 X 3 = 9)

³ When information indicates that individuals or a group express hostility openly or not, target potential victims, and demonstrate a willingness to carry out their threat(s) against travellers.

⁴ When information indicates that individuals or a group possess the means and resources as well as the skills and expertise to plan, initiate, coordinate and support the execution of actions that may impact travellers.

4. DEFINE RISK MANAGEMENT STRATEGY AND MITIGATION MEASURES

4.1 Determine Risk Tolerance

The organization must identify its risk tolerance and thereby determine acceptable risk levels.

4.2 Identify the Risk Management Strategy to Implement

Elaborate the organization's risk management strategy in connection with risk levels (acceptance, mitigation, transfer, or rejection).

When your organization transfers risks to a stakeholder, it is important to assess whether that potential partner is compatible with your safety and security requirements.

4.3 Manage Risks

Identify risks for which the level is beyond the organization's tolerance and deploy the planned risk management strategy by implementing the appropriate mitigation measures. Complete the appropriate column on the 5. Risk level Analysis.

Mitigation measures affect the variables that make up your risk (threat, vulnerability, probability and impact). Identify procedures to set up, training to follow, guidelines and rules to follow, equipment to purchase, control measures to implement, monitoring to do, etc.

Example:

- i. **Risk: To be hit by a motorcycle in Ho Chi Minh, Vietnam (transportation accident).**
Risk level: Very high (3 x 3 = 9)
Strategy: Mitigation and transfer
Measures to implement:
 - Traveller training on cultural codes of conduct (vulnerability).
 - Instruction to only cross at traffic lights (vulnerability).
 - Safety and security training upon arrival "How to cross the street in Vietnam" (vulnerability).
 - Taxis/buses always disembark travellers on the right side of the street (probability).
 - Travellers are covered by an insurance policy for hospitalization (impact).

5. ANALYZE PARTNERSHIP COMPATIBILITY

This step assesses whether a potential partner can contribute to the organization's due diligence. The process identifies the elements for which mitigation measures need to be implemented and determines whether a partnership is viable in terms of traveller safety and security.

5.1 Identify the Applicable Criteria

First, identify the criteria that are essential or important. These criteria represent your organizational requirements towards a partner.

For each of your criteria, identify the capacity of fulfillment by the partner.

5.6 Decision-Making

It is up to the organization to determine whether the partner's capacity is sufficient and meets the organization's risk tolerance. The analysis of the partner's capacity supports the decision to consolidate or not a partnership.

6. MAKE DECISIONS

6.1 Determine and Manage Residual Risks

Using tab 5, Risk level Analysis, evaluate the new level of risk resulting from the implementation of mitigation measures. Determine your residual risk for each of your risks. With regard to the risks managed by a partner, take into account the compatibility results obtained during the partnership compatibility analysis step.

For the risks where the residual risk remains beyond the organization's tolerance, despite mitigation measures in place, the organization must determine if further mitigation measures can be implemented to achieve a new acceptable residual risk.

6.2 Decision

Depending on the residual risk resulting from the risk analysis and management process, decide whether or not to pursue the activity. It is important to note that "zero risk" does not exist.

LIST OF RESOURCES TO CONSULT DURING A RISK ANALYSIS

Generic Sources

- United Nations - For information and data on regions or countries as well as their issues.
- Global Affairs Canada - Official Government of Canada source of travel advice and advisories.
- Smart Traveler Enrollment Program (US Government) - US Department of State information source providing safety situations for international destinations.
- Smartraveller platform (Australian Government) - Australian Government source of travel advice and advisories.
- UK Government platform - UK Government source of information on tips for international travel.
- European Union's Global Disaster Alerting Coordination System - United Nations Cooperation Organization - European commission for natural disaster information.
- FAO's Automated Disaster Analysis and Mapping (ADAM) service - United Nations specialized agency on food and agriculture issues.
- Reliefweb platform - Source of humanitarian information on crises and natural disasters.
- GardaWorld's Crisis24 platform - Global security information portal by country, providing real-time alerts.
- Internet Metasearch engine (etools.ch/metacrawler.com) – Research through several search engines simultaneously to effectively target and find accurate information or data on the internet.
- News Now - News aggregation site to search all online media for specific topics.
- World News - News aggregation site to search all online media for specific topics.
- CIA World Factbook (for country profiles) - CIA website publishing comprehensive profiles of all countries.
- United Nations Office for Disaster Risk Reduction - United Nations office specialized in natural disasters.

- World Meteorological Organization - United Nations specialized agency on environmental and climate issues.
- World Health Organization - United Nations specialized agency on health and infectious disease issues.
- Jane's 360 - Fee-paying but unparalleled international security site on the tactical, operational, and strategic aspects of conflict or terrorism.
- Live Universal Awareness Map - Interactive and up-to-date map showing activities and developments of major international hot spots.
- The International Crisis Group - International organization specialized in conflicts and their humanitarian and social consequences.
- The International Counter-Terrorism Academic Community - International association of academic institutions, experts and researchers in fields related to the study of terrorism and counterterrorism.
- The French Institute for International and Strategic Affairs - French think tank working on geopolitical issues related to international security.
- Armed Conflict Location & Event Data Project (ACLED) - Website providing data collection, analysis and crisis mapping to describe, explore and test conflict scenarios.
- FloodList - Website providing news and information on the latest flood events from around the world.
- The Flood Observatory - Online satellite measurement, mapping, and modelling of floods for research, humanitarian, and water management applications.
- Global Volcanism Program, Smithsonian Institution - The Smithsonian Institute's unit dedicated to documenting, understanding, and disseminating information on global volcanic activity.
- Volcano discovery - Website offering worldwide volcanic and seismic news and reports.
- Sismologue.com - Worldwide earthquake website with daily reports, archives, and statistics by country.
- Earthquake Track - Online resource providing daily and archived reports on global earthquakes.

Sources of information specific to the coronavirus pandemic

- US Centers for Disease Control and Prevention - US government agency specializing in health and infectious diseases
- The *Institut Pasteur* - Non-profit foundation carrying out research into infectious diseases.
- Infectious Diseases Hub - Website providing up-to-date, essential research and information on all aspects of microbiology, virology, mycology and parasitology.
- John Hopkins University - Prestigious private university in the United States, known for its faculty of medicine and strong engagement towards research.
- Health Map - Website providing real-time information on a wide range of emerging infectious diseases worldwide.
- Contagion Outbreak Monitor - Website providing details on the number of confirmed cases, deaths, and recent internet articles on propagated infectious diseases.
- World Wide Science - Search engine specializing in scientific data, articles and reports worldwide.

Additional Sources to Consult

- International representations (ex. embassies)
- Your organization's expertise
- Your organization's accident reports and near misses events
- Information from trusted individuals who have stayed in the country.
- Information from other organizations in the country