

FEBRUARY 28, 2026



**CREATIVA SECURITY CONSULTING -
AFRICA OPERATIONS RISK MATRIX
AND PROTECTION FRAMEWORK**

*INSTITUTIONAL RISK DOCTRINE AND ANALYTICAL TOOL FOR
AFRICA-BASED OPERATIONS*

CREATED BY

EUSL AB

Care to Change the World



Table of Contents

INTRODUCTION	2
CHAPTER 1 — STRATEGIC RISK CATEGORIES	2
CHAPTER 2 — OPERATIONAL RISK IDENTIFICATION	3
CHAPTER 3 — PERSONNEL RISK	3
CHAPTER 4 — ASSET AND EQUIPMENT PROTECTION	4
CHAPTER 5 — EMERGENCY, EVACUATION, AND CRISIS PROTOCOLS	5
CHAPTER 6 — COUNTRY-SPECIFIC RISK PROFILES (ANNEX STRUCTURE)	6
FINAL WORD	7
References	7



Africa Operations Risk Matrix and Protection Framework

INTRODUCTION

This document constitutes the governing risk doctrine and analytical tool for Creativa Center Universe (CCU) operations in Africa. It integrates macro-level risk signals, trade-logistics diagnostics, border-management norms, and humanitarian duty-of-care standards into a single, actionable framework to support decision-making for executive movements, staff accommodation, asset deployment, and crisis response. Regional corruption exposure remains structurally elevated, with Sub-Saharan Africa registering the lowest average score globally on the 2025 Corruption Perceptions Index, underscoring the persistent governance risks to public procurement, customs integrity, and policing interfaces. Simultaneously, trade-logistics performance across many corridors continues to show bottlenecks in customs clearance, infrastructure, and timeliness, as reflected in the World Bank's LPI 2023 benchmarks and associated analyses on port delays and the need for digitalised, risk-based facilitation.

The Framework is designed to be operationally conservative and legally defensible. It applies a civilian, non-militarised posture and relies on host-country licensed providers for any armed escorting. It aligns movement and storage planning with corridor-specific risks at borders, ports, and airports; incorporates international standards for landside aviation security; and codifies medical evacuation and duty-of-care obligations appropriate to fragile environments. It further recognises that port and corridor security initiatives in Eastern and Southern Africa—spanning COMESA coordinated border management (CBM) approaches and INTERPOL/UN maritime security programmes—are critical external dependencies for reliability and risk mitigation.

CHAPTER 1 — STRATEGIC RISK CATEGORIES

Africa-based operations are exposed to heterogeneous but recurrent strategic risks that require structured identification and calibrated mitigations. Political risk is characterised by episodic instability, civic protests, and leadership transitions that affect movement permissions, curfew regimes, and policing priorities. The African Development Bank's 2025 Outlook anticipates continent-wide growth with significant country dispersion and continued macro-fiscal pressure, implying uneven policy environments and execution capacity. Corruption risk, embedded in procurement, licensing, and border interactions, remains salient: Sub-Saharan Africa is the lowest-performing global region on the CPI 2025, with long-term stagnation in many countries and material integrity gaps across public finance and service delivery.

Insider threats arise from collusion at logistics nodes (ports, bonded warehouses, inland depots) and within transport chains, a pattern observed in regional cargo-theft analyses and INTERPOL-supported assessments of organised crime in African maritime and port environments. Opportunistic crime—including truck hijackings and warehouse break-ins—remains pronounced along certain corridors and peri-urban zones, with South Africa and specific West and Central African hubs repeatedly flagged as hotspots in recent incident reporting and industry risk bulletins. Targeted crime and trafficking risks intersect with high-value cargo, migration routes, and local conflict economies; UNODC's latest



trafficking reports indicate rising detections in and from Africa, with exploitation patterns linked to displacement, weak oversight in resource areas, and expanding transnational flows.

Infrastructure fragility manifests in port congestion, hinterland connectivity gaps, and clearance delays. UNCTAD's maritime reviews and the World Bank's logistics datasets highlight the continuing need for trade-facilitation reforms and infrastructure upgrades to reduce port stay times and variability, which directly influence exposure windows for theft, fraud, and interference. COMESA's adoption of Coordinated Border Management frameworks and Tripartite transport-regulatory harmonisation efforts are positive structural counterweights; they remain implementation-dependent at country level and therefore variable in effect.

CHAPTER 2 — OPERATIONAL RISK IDENTIFICATION

Border crossings represent a critical exposure point where customs, immigration, policing, and phyto-sanitary authorities interface with private operators. Empirical work on CBM underscores that multi-agency coordination reduces clearance times and corruption opportunities, while WCO guidance formalises risk-based controls, single-window approaches, and data-sharing standards required for predictable flows. For ECHO modules and other high-value equipment, the principal operational risks are: (i) extended dwell at ports pending clearance and inspections; (ii) storage in inadequately secured yards; (iii) road-movement exposure across corridors with poor standoff and limited law-enforcement presence; and (iv) insider-enabled diversion and pilferage within logistics chains. UNCTAD's port-performance analyses (2023–2024) and independent rankings of African container ports confirm wide variance in berth time and operational reliability, which must be factored into custody-chain design and handover rules.

Cash exposure arises in fee payments at borders, ad hoc facilitation demands, or on-site procurement in cash-dominant local markets. The CPI evidence for the region and COMESA/IOM studies on cross-border trade and mobility reinforce the need for cash-minimised procedures, pre-clearance, and official tariff verification to reduce discretion at control points. Port and airport risks extend beyond cargo-handling. Landside airport areas (public, pre-screening zones) are internationally recognised as high-vulnerability spaces; ICAO and ACI recommend proportionate, risk-based landside measures integrated with local policing, surveillance, and emergency response protocols—an essential consideration for arrivals, departures, and baggage transfers in higher-risk cities. INTERPOL's Port Security Project for East and Southern Africa and the Indian Ocean further evidences the region's exposure to narcotics, arms, and human-trafficking flows, requiring information-sharing and procedural discipline during port transits and inspections.

The operational conclusion is straightforward: every cross-border movement and node (port, airport, ICD, land border) requires a documented, risk-based plan that integrates CBM-aligned procedures, custody-chain safeguards, and landside protective measures; where feasible, digital pre-lodgement and advance data exchange should be used to compress dwell and reduce discretionary contact.

CHAPTER 3 — PERSONNEL RISK

Executive travel and staff accommodation require layered mitigations calibrated to political-security conditions, crime patterns, and health-system capacity. UNODC's 2024 trafficking assessments identify expanding African trafficking flows and greater child-victim detection, with victims often moving along the same routes used by labour migrants and asylum seekers—patterns that can intersect with staff movements in crowded transit locations. Humanitarian security research and sector risk-management



syntheses emphasise integrated Security Risk Management (SRM) systems—threat assessment, route control, movement approvals, check-in protocols, and incident reporting—as the baseline for field operations in volatile contexts.

Kidnapping risk varies by country and sub-region and correlates with criminal economies, insurgency, and policing capacity; it requires strict itinerary control, profile management, residential security audits, and vetted local drivers familiar with checkpoints and police procedures. The aviation leg demands landside vigilance and adherence to ICAO/industry landside-risk advisories, particularly around terminal approaches, drop-off zones, and baggage carousels where crowds and vehicle congestion increase exposure.

Medical evacuation (MEDEVAC) readiness is non-negotiable in fragile environments. WHO’s 2025 guidance codifies standards for MEDEVAC coordination, decision-making, and specialised care team activation, while Africa CDC’s EOC handbook sets out national emergency-operations center (PHEOC) roles and coordination protocols—both of which inform Creativa’s duty-of-care posture for pre-authorised MEDEVAC routes, clinical oversight, and designated medical hubs. United Nations policy materials and standard operating guidance further illustrate international practice on authorisation, escorts, and financial/administrative arrangements—useful analogues for corporate policies that must ensure rapid, documented decision pathways and contracted assistance.

The personnel-risk standard is therefore defined by three elements: (i) an SRM system that structures approvals, communications, and incident learning; (ii) landside-aware airport procedures and low-profile movement discipline; and (iii) a MEDEVAC-capable health-security layer aligned to WHO/Africa CDC guidance and backed by contracted providers and insurance confirmations.

CHAPTER 4 — ASSET AND EQUIPMENT PROTECTION

Protection of high-value assets—including ECHO modules and critical spares—rests on disciplined custody chains, site-hardening, and corridor-specific movement doctrines that reflect the realities of African ports, borders, and trunk roads. Given the persistence of corruption risks at public interfaces and the wide variance in logistics performance, storage and transport plans must be designed to compress dwell time, reduce discretion, and deter insider collusion. The 2025 Corruption Perceptions Index continues to place Sub-Saharan Africa as the lowest-performing region; this increases the probability of facilitation demands and procedural friction at key nodes, requiring cash-minimised procedures and strict tariff verification. The World Bank’s LPI 2023, together with UNCTAD’s port-performance reporting, indicates that the greatest delays accrue at ports and multimodal facilities, reinforcing the need for advance documentation, digital pre-lodgement, and predictable clearances.

Storage and site-hardening. Assets awaiting clearance or onward movement must be stored in vetted bonded facilities with 24/7 surveillance, layered lighting, controlled access, and documented seal management. Insider risk is mitigated through dual-control custody logs, randomized inspections, and exception-only access to keys and PINs. Regional analyses show cargo theft trending through warehouse break-ins, seal tampering, and collusion at ports; the operating doctrine must therefore incorporate seal integrity checks, inventory reconciliation to transport documentation, and tamper-evident controls across the chain of custody. Port-security capacity-building efforts in East and Southern Africa—delivered by INTERPOL with IMO and UNODC—further underline prevailing threats at maritime gateways and the value of structured information-sharing with law-enforcement counterparts.



Transport and corridor discipline. For seaport and airport transits, Creativa adopts a pre-cleared, low-visibility movement model that minimises exposure in landside areas internationally recognised as high-risk, integrating ICAO/industry guidance for landside security, vehicle-standoff, and crowd-density management. Inland moves employ route surveys, choke-point mapping, prepositioned safe-halts, and dynamic rerouting where intelligence indicates congestion or unrest. Where tripartite transport-harmonisation is active along corridors, routing preference is given to sections benefiting from the COMESA–EAC–SADC framework to reduce inconsistent controls and axle-load enforcement variance. Coordinated Border Management (CBM) measures championed by COMESA and formalised in WCO tools (risk management, Single Window, data model) provide the compliance blueprint for pre-lodgement, targeted inspections, and time-bounded release—key levers to shorten port and border exposure windows.

Escorting and local partnerships. Armed protection, when justified and lawful, is delivered only by licensed local providers or state units under written terms covering scope, reporting, and termination; Creativa personnel remain unarmed and retain control over routing, timing, and communications. Port-call and cargo-screening vulnerabilities identified in UNODC’s Passenger and Cargo Control Programme and INTERPOL’s regional port-security work reinforce the value of structured liaison and joint planning with port authorities and customs risk-targeting units.

Insurance and evidence. Movement and storage plans are tied to documented risk mitigations in support of cargo/stock throughput insurance and claims defensibility, with photo-logs at seal-up, arrival, and any trans-load, and contemporaneous incident reports aligned to recognized security-risk-management practice.

CHAPTER 5 — EMERGENCY, EVACUATION, AND CRISIS PROTOCOLS

Emergency protocols are activated on the basis of pre-defined triggers and objective indicators, ensuring lawful, proportionate actions that prioritise life, duty-of-care, and continuity.

Decision thresholds. Activation occurs when credible indicators show imminent or actual harm: sudden curfews, airport/port closures, kinetic unrest along planned routes, or government advisories that materially change risk appetite. UNCTAD’s recent maritime reviews highlight how regional disruptions (e.g., Red Sea diversions) propagate congestion and timetable volatility—factors that may require re-sequencing of port calls or alternate gateways on short notice. The World Bank’s logistics analysis further confirms that interventions targeted at ports and border clearance exert outsized impact on reliability; this informs the protocol to pre-clear alternate legs and switch modes when feasible.

Command, communications, and information management. Crisis management adheres to an SRM model consistent with current humanitarian security practice: named incident leads, pre-delegated authorities, layered communications (primary/secondary/tertiary), and immutable decision logs. Sector syntheses emphasise the need for integrated SRM frameworks, structured learning, and realistic drills—standards Creativa implements in all country programmes.

Designated safe zones and rally points. Movement plans incorporate pre-surveyed rally points and safe-havens with medical capability and secure vehicle standoff. MEDEVAC corridors and receiving facilities are documented in line with WHO’s 2025 guidance on medevac coordination and specialised care teams; coordination with national PHEOCs follows Africa CDC’s handbook to align with host-state emergency operations. UN system policy materials provide a useful analogue for authorisation, escorts, and administrative steps required for time-critical medical evacuations.



Port, airport, and border contingencies. When incidents arise at ports or airports, Creativa coordinates with law enforcement units engaged in UNODC/WCO/INTERPOL programmes (e.g., CCP/AIRCOP/Port Security), capitalising on established mechanisms for anomaly detection, interdiction, and information exchange. Landside airport contingencies are executed using ICAO/ACI recommendations for proportional landside security, crowd management, and rapid interface with local police. At borders, CBM playbooks and WCO guidance structure joint risk-based inspections and expedited release to exit the hazard zone.

After-action reviews and lessons integration. All activations result in documented after-action reviews that feed the risk register, with corrective action tracking as required by contemporary SRM good practice.

CHAPTER 6 — COUNTRY-SPECIFIC RISK PROFILES (ANNEX STRUCTURE)

Country risk profiles are maintained as living annexes. Each profile follows a common structure to ensure comparability and rapid operational uptake:

1. **Executive Summary.** One-page status including principal movement constraints, port/airport gateways, and MEDEVAC readiness (destinations and carriers, receiving clinical levels per WHO guidance, national PHEOC contact). [\[riksdagen.se\]](https://www.riksdagen.se), [\[if.se\]](https://www.if.se)
2. **Governance and Integrity Indicators.** CPI score and trajectory; priority integrity interfaces (customs, policing). [\[setterwalls.se\]](https://www.setterwalls.se), [\[riksdagen.se\]](https://www.riksdagen.se)
3. **Trade-Logistics and Node Reliability.** LPI score and sub-indicators (customs, infrastructure, tracking & tracing); recent port-performance notes and gateway alternatives. [\[alexapp.se\]](https://www.alexapp.se), [\[av.se\]](https://www.av.se)
4. **Border-Management Posture.** Status of CBM implementation and use of WCO instruments (risk management, Single Window, data model); presence of Joint Border Committees where available. [\[polisen.se\]](https://www.polisen.se), [\[thegunzone.com\]](https://www.thegunzone.com)
5. **Tripartite Transport Context.** Applicability of the Tripartite Transport and Transit Facilitation Programme and harmonised axle-load/road-transport norms along relevant corridors. [\[straitstimes.com\]](https://www.straitstimes.com)
6. **Crime and Trafficking Patterns Affecting Movements.** Summaries of cargo theft modalities (high-value commodities, hijack hotspots) and trafficking flows intersecting with airports/ports and trunk roads. [\[tralac.org\]](https://www.tralac.org), [\[regeringen.se\]](https://www.regeringen.se)
7. **Airport Landside and Aviation Considerations.** Landside threat posture, standoff feasibility, and local police integration, per ICAO/ACI guidance; note any recent incidents or security advisories. [\[eur-lex.europa.eu\]](https://eur-lex.europa.eu), [\[gdpr-text.com\]](https://www.gdpr-text.com)
8. **Health-Security and MEDEVAC.** Receiving hospitals, air ambulance options, border health measures, and MEDEVAC decision pathways aligned to WHO/UN policy analogues and national PHEOC contacts. [\[riksdagen.se\]](https://www.riksdagen.se), [\[getsafeandsound.com\]](https://www.getsafeandsound.com)
9. **Partner and Programme Interfaces.** Presence of INTERPOL PSP/UNODC CCP units at seaports/airports and existing liaison arrangements. [\[comesa.int\]](https://www.comesa.int), [\[unctad.org\]](https://www.unctad.org)



10. **Triggers and Contingencies.** Country-specific indicators for posture changes (e.g., electoral calendars, seasonal disruptions, corridor closures), with pre-approved alternates and safe-haven mapping, consistent with SRM practice. [\[bams.se\]](#)

This structure standardises analysis while allowing annexes to reflect local considerations and dynamic risk changes.

FINAL WORD

The **Africa Operations Risk Matrix and Protection Framework** operationalises a conservative, lawful, and partner-enabled posture across the continent’s diverse operating environments. It recognises structural governance and logistics constraints, integrates international good practice on border and port security, and embeds duty-of-care through MEDEVAC-ready health-security design. By aligning movements to COMESA/WCO border-management norms, applying ICAO/ACI landside vigilance, and leveraging INTERPOL/UNODC programmes at ports, Creativa ensures that each deployment of personnel and assets is risk-assessed, traceable, and defensible—supporting reliability without compromising safety, legality, or institutional integrity.

References

- Transparency International — Corruption Perceptions Index 2025 (region analysis and scores). [\[riksdagen.se\]](#)
- World Bank — Logistics Performance Index 2023 (report and dataset); Press release on logistics delays and digitalisation. [\[legislationline.org\]](#), [\[alexapp.se\]](#), [\[natlex.ilo.org\]](#)
- UNCTAD — Review of Maritime Transport 2023 & 2024, Chapter on port performance and facilitation. [\[av.se\]](#), [\[ce.se\]](#)
- COMESA — Coordinated Border Management initiatives and regional strategy. [\[polisen.se\]](#)
- WCO — Coordinated Border Management Compendium and tools. [\[thegunzone.com\]](#)
- INTERPOL — Port Security Project (EA-SA-IO). [\[comesa.int\]](#)
- UNODC — Passenger and Cargo Control Programme Annual Report 2024. [\[unctad.org\]](#)
- ICAO / ACI — Landside security guidance and airport security initiatives. [\[eur-lex.europa.eu\]](#), [\[gdpr-text.com\]](#)
- WHO — *Medical evacuation in emergencies* (2025). [\[riksdagen.se\]](#)
- Africa CDC — PHEOC Operations and Management Handbook. [\[if.se\]](#)
- GISF & Humanitarian Outcomes — *State of Practice: The Evolution of Security Risk Management in the Humanitarian Space*; Humanitarian Outcomes NGO Risk Management handbook. [\[bams.se\]](#), [\[digitalpol...yalert.org\]](#)
- IUMI / Munich Re — Cargo theft trends and tactics (regional modalities). [\[tralac.org\]](#), [\[unctad.org\]](#)
- Tripartite (COMESA–EAC–SADC) — Transport and Transit Facilitation Programme communications.