



MANAGING INWARDS VISITS

Protective security guidance



This step-by-step guide has been developed to assist New Zealand organisations (including councils, academic institutions and businesses) to host incoming international visits or delegations successfully by incorporating basic protective security measures into their planning.

An incoming delegation, sometimes referred to as inwards visits, could include industry groups, business delegations, officials-level visits, Ministers and other government or Parliament-related figures, sister city delegations, or academic researcher exchanges.

The protective security measures outlined in this guide can help organisations identify and treat foreign interference and espionage risks that are presented by some visits.

This guidance has been developed collaboratively with the Department of the Prime Minister and Cabinet, Ministry of Foreign Affairs and Trade, and the New Zealand Security Intelligence Service.

PSR

**Protective Security
Requirements**



Te Kāwanatanga o Aotearoa
New Zealand Government

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Introduction

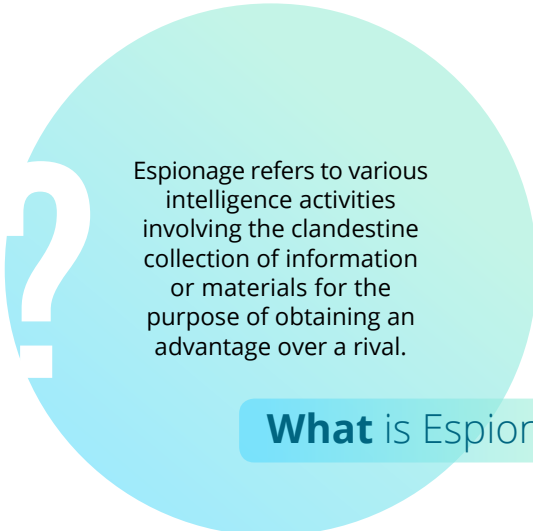
New Zealand is a highly connected country and a firm supporter of free and open trade. Our strong international partnerships are important to our future prosperity. These partnerships are often developed and sustained through visits by industry groups, business delegations, academics, and government officials.

When deciding whether to host an inwards visit from an overseas person or organisation, it is important for New Zealand organisations to consider both the opportunities and the risks including the possibility a visit will be used for foreign interference or espionage purposes.

Consider the opportunities that may be derived from or advanced by the visit, and are these opportunities ones that cannot be pursued via other means? It is important the potential host has a defined view of the benefits (real or potential), and what advantages may come from engaging in this way.

While only a few foreign states direct foreign interference and espionage activity against New Zealand, some do so persistently and with the potential to cause harm to our governance structures, democracy, and social cohesion. Without due consideration of the security risks associated with a visit, additional impacts may include:


- undermining New Zealand's commercial edge over international competitors, including through intellectual property theft;
- compromising negotiating positions; and
- damaging New Zealand's national security.



Espionage refers to various intelligence activities involving the clandestine collection of information or materials for the purpose of obtaining an advantage over a rival.

What is Espionage?

What is Foreign Interference?



Foreign interference is an act by a foreign state, often acting through a proxy, which is intended to influence, disrupt, or subvert New Zealand's national interests by deceptive, corruptive, or coercive means. Normal diplomatic activity, lobbying, and other genuine, overt efforts to gain influence are not considered interference.

Some visits require further consideration and more robust due diligence to manage protective security risks. The degree of scrutiny should be proportionate to the potential risks. This may be needed for any proposed visit that:

- is out of the blue;
- is pursued in a manner that is unusually persistent or enthusiastic;
- seeks to renew or develop ties that you had been content to allow to lapse;
- seems too good to be true, including by involving high-level visitors relative to your organisation;
- requests access to nationally or institutionally significant infrastructure, research sites, laboratories or control rooms, or to sensitive, critical technology;
- involves requests that are not line with your standard protocols for managing visitors; or
- is from a country with a poor human rights records, or where the government exerts considerable control over the private sector and civil society.

This advice sets out best security practice for New Zealand organisations when considering and managing inwards visits. It supports your organisation to take a consistent and holistic approach.

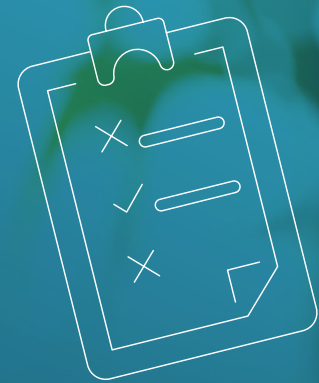
More advice about protecting your organisation's people, information and assets, including how to conduct due diligence, is available at www.protectivesecurity.govt.nz.

Overview



Step 1 Consider the opportunities and risks

Think about the proposed inwards visit and how it has come about.



Who are the visitors?

Why do they want to visit you?

What are the risks?

Does your organisation need to take part?

Considering these questions should be a team effort involving senior leadership, security teams, and Human Resources (for health and safety purposes).

Is it in your interests to host the visit?

- Identify the benefits you expect the visit to deliver.
- Consider the subject areas of the proposed engagement, and whether they intersect with national security interests. New Zealand's National Security Strategy outlines our key national security interests, including emerging, critical and sensitive technologies, and economic, border, maritime, cyber, and space security.
- Identify the potential risks, including reputational costs that might arise from participation. These might be non-tangible – for example, access, association with your brand, or publicity that may be inconsistent with your values and interests. The latter may suggest your organisation's implicit endorsement of the visiting party's values or interests, and serve their interests at a possible cost to your organisation's reputation.
- Consider whether your organisation can manage and mitigate (or accept) potential risks.

Think about your visitors and what they might be hoping to achieve.

- Conduct due diligence on the visiting organisation and its key staff.
- Seek clarity up front from potential visitors on the nature of the visit proposed. Consider asking potential visitors to fill in a form such as the 'Request to Visit' form at Appendix Two.
- Consider what unstated factors might be driving their interest in you. Do you have unique resources, information, technologies, or intellectual property to protect?
- Is the purpose of the proposed visit exploratory? Will it build goodwill and/or renew ties?
- Are new commitments being sought?
- If you are part of a larger itinerary for the visiting party, find out who else is involved within New Zealand and whether the party is visiting other countries.

Are you being asked to provide a letter of invitation?

- These are sometimes sought by travelling delegations, citing their internal travel approval or visa application processes.
- Consider what you know about the delegation and its objectives and any reputational impacts of providing such a letter.
- You are under no obligation to respond; however, if you do, ensure any letter is carefully worded and tightly drafted.

Step 2 Seek advice

Consider whether you need to seek further advice before making a decision on hosting visits. This advice could be from:

- Your partners:
 - other organisations on the visiting party's itinerary, to ensure a consistent approach and clear division of responsibilities;
 - those you are required to notify due to any obligations within existing business commitments or government-funded contracts; and
 - any other partners who have an interest in the visit.
- Relevant government agencies:
 - agencies with which you work, or which may have an interest in the visit;
 - MFAT, which can provide advice on protocols around hosting visitors and on other considerations to bear in mind when deciding whether or not to proceed with hosting visits;
 - Immigration New Zealand (INZ), who should be contacted as soon as possible, whether from the visiting party or host, where visas will be required. More information can be found on page 10.

The two examples below illustrate the sort of incidents this guide aims to prevent:

Study 1



A small tech business agrees to host an incoming group that has indicated interest in buying its product. On the day, 20 people show up – more than previously indicated – and the business feels overwhelmed. The business is asked to sign documents on the spot, which the visiting party explain as being purely ceremonial. Meanwhile, a staff member notices a visitor filming their control room.

Study 2



A small regional council feels obliged to reciprocate a visit from a few years ago. As planning proceeds, staff field constant demands from the visitors which border on bullying, and a sense that they could be being exploited builds. When the visiting party arrives, it includes a non-notified interpreter and several non-notified media officers.

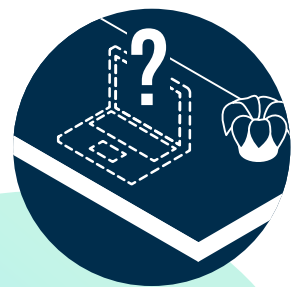
These examples continue, illustrating the harmful results that arose:

Study 1

Trusting the visiting party's assurances, the hosting tech business signs the document. After the visitors have left, the hosts re-read the document and see that it gives the visiting party rights of considerable commercial value. Two months later, the hosts are notified that footage of their sensitive control room is circulating on social media. It includes zoomed in images of screens and machinery.



Study 2



The council receives the visitors with true local hospitality. The guests enjoy the visit, except for the interpreter who seems unable to relax and has surprisingly limited English. Following the visit, the council cannot identify any tangible benefits. A routine check finds that a pooled-use laptop is missing.



Step 3 Make the decision

Once you have notified relevant stakeholders and sought advice on the proposed visit, you should:

- check your in-house policies and procedures for guidance on hosting visits; and
- obtain agreement at the appropriate level within your organisation to either proceed or decline.

Make sure your decision-making involves senior leaders and remember: it is OK to say no.

If you decide against taking part in the visit you should convey this politely, in writing or verbally, at an appropriate level. You do not have to give a reason.



A number of foreign intelligence services persistently and opportunistically undertake espionage against New Zealand and New Zealanders, domestically and abroad.



Step 4 Plan the visit

Work with your visitors and other stakeholders to develop a plan for the visit that includes the following considerations:

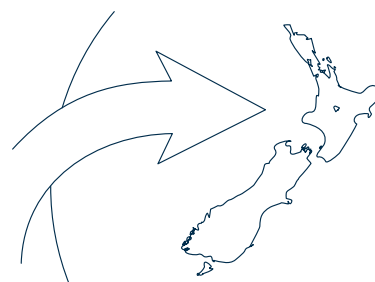
Immigration requirements

- Support your visitors with New Zealand's immigration requirements. As the host, you need to ensure your visitors understand the visa requirements; however, it is the responsibility of the visitors to meet the visa requirements:
 - Visitors from visa waiver countries will need to apply for a New Zealand Electronic Travel Authority (NZeTA).
 - Other visitors will need to apply for a visa (most likely a Business Visitor Visa) online sufficiently in advance of the visit.
 - Visitors who hold official and diplomatic passports should travel on these.
 - More information on NZeTA, visa waiver countries, and the Business Visitor Visa is available at www.immigration.govt.nz – applications can also be made there.
- Some visitors may ask you to provide documentary support such as a letter of invitation as a requirement of their own internal travel procedures:
 - If you do choose to provide a letter, ensure that it accurately describes the visit and your role in it.
- For all visitors, provide visitors' names, dates of birth, nationalities, passport numbers, and visa application numbers (if known) to Immigration NZ at inz.eventnotifications@mbie.govt.nz.
 - INZ especially welcomes advance notice of groups of 30 or more people for non-government delegation visits.

Roles, responsibilities and conditions

- If the visit involves multiple organisations in New Zealand, identify which other agencies are involved and agree on who will have overall responsibility for the programme:
 - Decide on a primary point of contact representing the visitors, and communicate through them.
 - Maintain good organisational practice for coordination (for example, send agreed action points and itemise who is responsible for actioning each after planning discussions).
- Clarify internally your organisation's expectations and conditions for hosting the visit. These might include:
 - site access and controls;
 - budget and resourcing, including interpretation;
 - subjects that are on (or off) the agenda;
 - clear delineation of programme responsibilities (who does what).

- Check that staff members are comfortable being included in meetings with visiting overseas delegations. Be sensitive to potential pressure or social discomfort they or their families might experience as a result of their involvement.
- Setting up strong processes from the outset helps to manage any risks. Communicate your expectations and conditions clearly and consistently to your visitors, starting as early as possible.
 - You can say no to any expectations or requests that you are uncomfortable with.
- Be clear about how many visitors you can accommodate and ask for a full delegation list well in advance.
 - Check names and confirm credentials, including by online due diligence.
 - You do not have to agree to host everyone nominated.
 - Be aware of attempts to add visitors at the last minute. Last-minute additions or substitutions may be an attempt to circumvent due diligence.
- Consider where the visit will take place to ensure that your sites and assets are protected. Wherever possible visits should be hosted offsite, but if visiting your premises:
 - develop plans for escorting your visitors;
 - ensure visitors understand where they will be taken, and any conditions of access;
 - limit and supervise any pre-visits or requests for additional site access.
- Be prepared to decline requests from your visitors, repeatedly if necessary, that are not in your interests, including pressure or insistence, or last-minute requests for changes or additions to the visit programme.
 - Tell your security team about any inappropriate or suspicious, ongoing, unusual or persistent (SOUP) approaches or requests. This may include unwelcome contact via informal channels before, during, or after the visit.
 - You can also report national security concerns to the NZSIS through its website at **www.nzsis.govt.nz**
- Be respectful and considerate in working through security aspects of the visit.
 - Consider how your visitors' religious and cultural practices might impact your planning, including around the number of people that will be required to escort them in your premises.
 - Consider visitor societal norms such as precedence to elders, expectations of formality, clothing and forms of address.
- If necessary, seek ongoing guidance including from MFAT and other government agencies.





Signed outcome documents and public communications

Visits often involve signed outcome documents or public communications which can signal intent and carry considerable weight in some cultures. These can include agreements, memoranda of understanding (MoUs) or contracts, joint press releases, public statements, speeches, media stand-ups, and signing ceremonies.

Always agree in advance with the visiting party whether the visit will involve signed agreements or public communications. Signed documents and the renewal of existing documents require careful due diligence, including legal advice, to ensure that both parties are clear on what is being agreed to and what the document aims to achieve. Take your time when working through any proposed document or public communications.

- Make sure that their content protects and advances your interests. Take the time to negotiate wording that works for you. Politely push back on claims of urgency. You can always take proposals away to consider in slower time.
- Ask to see in advance anything the visiting party intends to release publicly.
- You do not have to agree to have photos or video taken. Always consider what might be captured in the background.
- If the visitors have a person in charge of communications, appoint someone from your organisation as a primary point of contact.
- Plan public events such as media stand-ups carefully and in detail.
- Develop in-house lines about the visit for use if asked.



- Check the language used against the MFAT International Treaty Making Guide.
- Does it meet your interests?
- Does the document have an explicit focus, and does it stick to this? Could it be read as stretching into, or toward, sensitive areas?
- Watch for blanket confidentiality clauses embedded anywhere in the drafts. While limited clauses that protect sensitive undertakings might make sense, a total ban on even referring to an undertaking's existence raises red flags.



- If the partner is suggesting changes, what might be driving their interest in proposing or amending a document?
- What are the provisions on intellectual property?
 - Most MoUs should not include provisions about the transfer of technology or intellectual property. These are important commercial terms which need robust and detailed legal protections. They should therefore be left for any subsequent and more detailed documentation.
- If not already included, now is a good time to incorporate language on core values. For example, universities may wish to include academic freedom.
- Negotiate an automatic expiry. This way you will renew your due diligence regularly, ensure you remain comfortable with the content, and keep up with best practice in your field.
- Ensure there are clear provisions on language versions, disputes, and governance.
- Provisions implying that foreign laws apply should be very carefully reviewed, especially if the MoU or document is in relation to activity that is proposed to take place in New Zealand.
- Consider whether the visiting entity forms part of an overseas government as this may generate expectations of binding status.
- Seek expert legal advice on the content.

Gifts

Visits often involve the reciprocal exchange of gifts, which is an important part of many cultures.

- Agree in advance with the visiting party whether the visit will involve gifts including what they will be, their value, who they will be presented to, and the timing of gift exchange.
- Check your organisation's policies about receiving gifts. Report all gifts according to these policies. If in doubt, politely decline.
- Take particular care with:
 - overly expensive gifts, which risk creating obligations or expectations;
 - gifts that involve electronics, which should never be connected to your network;
 - gifts that are not signalled in advance.
- Tell your security team if you are concerned about a gift you have received.

Step 5 During the visit

Visits to your premises

Maintain good visitor management practices, including good hospitality, during visits to your premises.

- Ascertain any accessibility or mobility needs in advance, to ensure an inclusive experience.
- Check that the areas of your organisation to be visited are ready and set up correctly.
- On arrival, remind your visitors of the key points agreed in planning the visit and ensure you have appropriate interpreters. Ensure any interpreters are capable, trusted and independent professionals.
- Check all visitors against the agreed delegation list and consider using a separate sign-in register.
- Ensure that all visitors are issued with clearly identifiable visitor passes and that they wear them throughout the visit.
- Provide a secure area for visitors to store any electronic devices or other belongings that are not permitted in your premises.
- If electronics are permitted, consider deactivating network ports and Wi-Fi in the area to be visited. Do not allow visitor devices to be connected to your network.
- Ensure that staff working in the area to be visited have a heads-up in advance:
 - All staff, including those not directly involved, have awareness of the visit.
 - Remind staff to be careful of their open discussions and to secure any sensitive documents prior to the visit.
 - Ensure cyber security practices are maintained and promoted e.g. logging out of devices when not in use and not leaving devices unattended.
 - Empower staff to escort any stray members of the delegation to the right place, and to identify, report and challenge behaviours that breach your organisation's expectations.
- Escort visitors appropriately while they are in your premises, including to and from bathrooms and smoking areas. Keep visitors in a group together with a member of staff where possible, avoiding any sensitive areas.

Off-site events

Remain vigilant and manage the additional risks of visit elements that are hosted off-site or semi-formally, especially social events where security might not be front of mind (e.g. hospitality and other events involving alcohol).

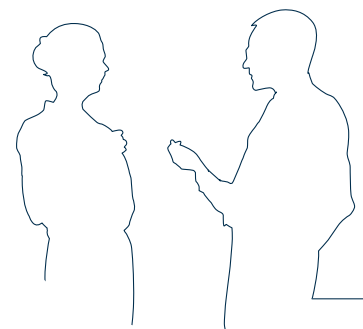


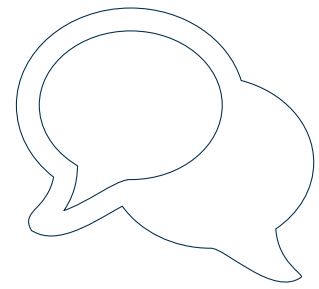
Historically espionage targeted government networks and classified information but today, information or individuals on the margins of government work could be targeted. This includes corporate New Zealand, academics, research institutions, and others.

Step 6 After the visit

Check for anything unusual and empower your staff to report concerns to your security team. This might include attempts by visitors to pry into areas outside the scope of the visit.

- Check that nothing unexpected has been taken or left behind and that areas involved in the visit look as they did prior to the engagement:
 - If things do not look right, notify your security team immediately.
 - You can also report national security concerns to NZSIS via www.nzsis.govt.nz.
- Check the visiting party's public communications about the visit to ensure they are accurate and reflect what you agreed.
- You can raise anything about how the visit is depicted if you do not consider the public portrayal to be accurate.
- Report back within your organisation and to agencies that have supported you.
- Review the experience and record any lessons learned.
- Undertake any follow-up or other actions arising from the visit.





Where to get more advice

If further questions arise from this guide, organisations are welcome to contact the agencies listed below, or their portfolio Ministry. There is no wrong door.

In relation to...	Contact...
Current information on bilateral relations	- Ministry of Foreign Affairs and Trade enquiries@mfat.govt.nz
General guidance about whether to host visits and how to manage them	- Ministry of Foreign Affairs and Trade enquiries@mfat.govt.nz
Trade promotion queries	- New Zealand Trade and Enterprise
Controlled exports	- Ministry of Foreign Affairs and Trade exportcontrols@mfat.govt.nz
National security policy issues or queries	- National Security Group, Department of the Prime Minister and Cabinet information@dpmc.govt.nz
Due Diligence	- Protective Security Requirements psr@protectivesecurity.govt.nz
Trusted research	- Protective Security Requirements - Universities New Zealand - Ministry of Business, Innovation and Employment info@mbie.govt.nz
Agreeing to documentation	- In house / independent legal advisers - Your relevant portfolio Ministry / agency
Visas	- Immigration NZ: www.immigration.govt.nz inz.eventnotifications@mbie.govt.nz
Binding language	- MFAT International Treaty Making Guide

Appendix One

Visit Security Planning Checklist

A non-exhaustive list of some of the key process suggestions in this guide	✓
Conduct full and thorough due diligence on what sits behind the visit request	
Seek advice from government agencies and other experts	
Assess ramifications and whether participation is in your interest (including in the longer term)	
Notify people who should know (internally, within government, within your sector)	
Be careful about what you commit to in writing, including letters of introduction	
Insist on a full delegation list well in advance, and decline last-minute additions and substitutions	
Obtain appropriate approvals within your organisation	
Feel free to say “no” or to set strict limits at any point	
Be clear about who is responsible for organising what, and own your share	
Plan the practicalities in detail	
If possible, meet off-site	
<p>If staying on-site, tips include (read the full list on pg14):</p> <ul style="list-style-type: none"> • put in place strict access controls and ensure your staff are vigilant • insist that visitors leave all devices in secure storage at reception • ensure that all visitors are always escorted • limit the areas within your facility that the visitors will access or pass through • make the facility look as boring as possible, and • check the room post-visit for any signs of compromise. 	
Make sure that senior figures within your organisation are fully briefed, and that they are comfortable with what is being asked of them	
Rehearse lines that enable you to decline last-minute suggestions	
Develop a plan to manage media and communication angles	
Negotiate carefully on any suggested outcome documents and take legal advice	
Remain alert and astute at all times, including in any quasi-social settings	
Within these confines, be a good, culturally respectful, host	
Post-visit, report anything that was unusual or concerning	
If you are receiving a lot of requests, consider ways to standardise your processes, including using a request to visit form	

Appendix Two

Request to Visit forms

Suggested content for a request to visit form is set out below.

Thank you for your interest in visiting [name].

The following terms and conditions apply to international delegations (or individuals) requesting a visit to [name].



Visit requests

Visit requests are to be submitted to [contact], no less than [x] days before the requested date. [Organisation] will consider all requests and reserves the right to accept or decline.

If confirmed, there will be limited opportunity to amend the date, time, location, and details of the visit.

Costs

[Policy on costs]

[Position on provision of catering for external visitors or visiting delegations.]

Interpreters

Presentations are given in English. If interpretation is required, it will be up to the delegation or agent to arrange a professional and experienced interpreter, and notify that person's name at least [x days] before the meeting.

Conditions of entry to premises

All visitors to [x] are required to [...]

Procedure

1. Read and accept these general notes.
2. Complete and submit the visit request form to [email address].
3. We will get back to you within [timeframe].
4. If the visit request is accepted:
 - the nominated contact will receive a confirmation email. They will be responsible for [liaison with the incoming delegation]
 - a **full delegation list** must be submitted [x days] prior to the visit. We are unable to accept last-minute changes or additions to the submitted delegation list.
5. We will finalise the visit arrangements (time, date, location) via the nominated contact person.
6. If you have any questions regarding the terms and conditions or the visit request form, contact [team] at [email]. We look forward to assisting you and your delegation. By way of general guidance, we recommend that you take out your own comprehensive travel and health insurance, and that you familiarise yourself with the immigration and biosecurity requirements for entry into New Zealand.

Sample Request to Visit form

(To be submitted to [name@organisation] at least [days] before a proposed visit)

Delegation details

Delegation Name	
Country and city / town of origin	
Organisation / institution name	
Name, title, and affiliation of delegation leader	
Number of members in visiting party	
Name and title of interpreter, if required	
Please attach a list with names, titles, and affiliations of the full delegation	

Date and time of proposed visit

The date must be at least [x] working days from the date this form is submitted

Date	
Preferred time (if any)	
Dates of intended arrival to and departure from New Zealand	

Topic and objective

Please outline the main purpose and objectives of the proposed visit:

Please outline below specific areas or topics of interest:

1	
2	
3	

What if any existing connections to you have with [organisation]?

What are you seeking from this visit?

Would the visit include signing documents?

YES

NO

Delegation programme

Please outline the rest of activities being planned for the delegation's time in New Zealand (e.g., where else is it going, who else will it meet with)

Nominated contact point

Full name and honorific	
Job title and company / organisation	
Address	
Direct dial or mobile phone number	
Email address	

Other information

Enter here any other relevant information (including mobility requirements) or queries



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