

RISK MANAGEMENT PLAN AND RESOURCE GUIDE

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Notes and Definitions:

Amizade recognizes first and foremost that the safety of its participants, site directors, community partners and staff are the primary concerns of any Amizade program. It is Amizade's objective to identify and plan for any manageable safety risks before they become problems for our participants, staff, and community partners.

The following are organizational terms defined:

- *Site Director:* Amizade's local staff member who manages programs on the ground.
- *Site Liaison:* Amizade staff member in US-Office who acts as the conduit between the community/Site Director and the United States. Site Liaisons also have other organizational tasks.
- *Community Partner:* Partner NGOs, community-based organizations, or community leaders.
- *Participants:* Participants are defined as individual, group, or open group volunteers or students.
- *Group Leaders:* Every program has an identified leader, often a university faculty member or administrator.

1. Pre-Departure Risk Management

Amizade staff and Site Directors, in collaboration with group leaders, are responsible for managing participants on Amizade programs. The following protocols are intended to ensure the health, safety, and security of program participants and staff, and to reduce staff and directors exposure to legal liability. All Amizade staff, local Site Directors, interns, volunteers, and community partners are expected to adhere to the protocols outlined in this document.

List of Domestic Preliminary Documentation and Information

- All Amizade insurance policies up-to-date and meeting or exceeding sector standards (see Section 9).
- Liability forms to be signed and saved in writing for each participant and group leader (see Section 9).
- Volunteer application to be filled out in its entirety, including behavior agreement for each participant and group leader (see Section 9).
- Medical forms to be completed for each participant and group leader, and reviewed by Amizade staff and Site Director for any potential challenges for the program (see Section 9).
- Amizade provides a group policy and objectives form for each group program.
- Trip, travel, medical, and evacuation insurance purchased and cards shared with group leaders. If insurance is rejected, proof of equal or greater coverage is filed.
- Participants and group leaders are registered with the US Embassy. If they are not a US citizen or green card holder, travel registration is their responsibility.
- All individual volunteers must have background clearances completed and approved.
- All participants and group leaders are provided and asked to read through Amizade Site Handbooks.
- All faculty partners demonstrate proof of IRB approval if any research may occur on program.

List of Preliminary Site-Specific Health, Safety, and Security Monitoring

- Amizade does not send participants to regions/countries that have a level 4 US State Department travel advisory. Level 3 regions/countries will be managed on a case-by-case basis, but all travel will be “reconsidered.” Level 2 regions/countries will be engaged, but under increased health, safety, and security measures.
- All sites must have Amizade’s Site Vetting Form completed (See Section 9).
- All sites using homestays must have utilized the Homestay Vetting Form (See Section 9).
- Consular and Embassy reports and travel advisories are regularly reviewed. Amizade does not work in countries or regions with active travel warnings. In the case that a travel warning is activated or the travel advisory level changes while a program is on-site, Amizade will work closely with the Site Director, Group Leader, sponsoring organization, and insurance provider (if appropriate) to determine the best next steps in ensuring participant safety. Next steps will be determined based on participant health and safety. In some cases, this may result in program closure and participant evacuation.
- Weather events are monitored to ensure there are no likely serious threats.
- Site Directors are required to report any local issues of concerns that may otherwise go unreported in the news or from the consulate or embassy, including strikes, political protests, or general changes in sentiment towards Americans.

- A full pre-departure orientation covering local health, safety, and security measures, over the phone, or via Zoom. Participants are advised as to how to minimize risks. Topics addressed are as followed:
 - Background information
 - Arrival information and navigating customs and immigration
 - Cultural sensitivity and other important cultural issues to understand, including dress code
 - Drug and alcohol information (drugs are strictly forbidden and while participants are allowed to drink alcohol when appropriate, they are not allowed to get drunk, which breaks the behavior policy).
 - Food, water, and sanitation safety
 - CDC recommended vaccinations
 - COVID-19 and Communicable Disease concerns
 - Sexual health concerns
 - Mental health concerns
 - Swimming and exercise safety
 - Vehicle safety
 - Personal and property safety
 - Communication safety
 - Concerns unique to women
 - Concerns unique to participants of specific racial or religious backgrounds
 - Concerns unique to LGBTQIA+ participants
- All local Site Directors and group leaders are given program specific packets, with insurance and emergency information. Any information of particular concern is highlighted in yellow.
- Group leaders are provided with emergency contact cards for participants.
- Amizade and Site Directors reserve the right to send participants off the program for breaking any of the program's rules, local laws, or behavior agreement.
- Amizade staff and Site Directors are not to sleep in the same room alone with non adult participants.
- In the event of an emergency or extreme circumstances, an incident report must be filed.

2. On-Site Immersion Risk Management

- Amizade's 24-hour emergency hotline is communicated to program leaders and participants.
- All local site directors have cell phones and the ability to contact Amizade staff in a timely manner.
- All local site directors speak the local language and maintain close relationships with local leaders.
- A full in-country orientation covering local health, safety, and security measures given to participants on arrival. Orientations must include the following:
 - Site specific background information
 - Local food, water, and sanitation concerns
 - Local customs and laws

- No-go zones for walking or exploring
- An emergency meeting point is established. Participants are advised to meet at a specified location in case of an emergency in which telephone and other means of communication are not available.
- All programs adhere to the transportation & water safety policies outlined at the end of this document.
- News is monitored for any regional or local events and/or political shifts.
- Regular communication with the Amizade office is taking place.
- Each participant is provided with all local emergency information, including local emergency services phone numbers and who to contact in case of an emergency.
- If participants must leave the group, they are required to sign a specific departure waiver, and leave itineraries and contact information for where they can be reached.
- Site Directors are to maintain a heightened awareness for early signs of risky behavior on the part of participants and address those behaviors as soon as possible.
- Two-Person Rule: When staff or Site Directors are removing cash from an ATM or in possession of a large amount of program cash (over \$500), they should only do so in the company of another trusted person.

3. Re-entry Risk Management

- A full program follow-up and debrief is held with group leaders and Site Directors. Any unknown, new, or emerging health, safety, security issues are discussed and addressed.
- Refund policy: Amizade's refund policy is clearly stated in the group contract and should be referenced when necessary.

4. Reporting and Emergency Procedures

These protocols are intended to guide staff, Site Directors, and group leaders managing an emergency abroad, to ensure timely and proper information sharing, and to reduce the exposure to legal liability for the organization and associated parties.

Amizade's Director of Operations is the primary contact for Site Directors and Community Partners in managing and responding to on-site emergencies. This position also serves as the primary contact for group sponsor organizations, such as universities and colleges, businesses, or other groups who engage in Amizade programming.

Emergency Communication System

In the case of an emergency, communication should flow from:

Local Site Director -> Director of Operations -> Executive Director -> Board of Directors

Site Director Emergency Procedures:

- Take any immediate actions necessary to maintain the security and health of participants at all times.
- In the case of a real or perceived emergency, Site Directors are asked to maintain a log of all communications and actions, and send all information to the Director of Operations..

Amizade's incident report form is the suggested format for documentation.

- The Site Director will gather and record the following information:
 - What is the specific situation?
 - Is anyone still in danger /is everyone in the program safe?
 - What day and time did this occur?
 - Who is involved?
 - What is the impact of this on participants?
 - What action has already been taken?
 - What other information is critical?
 - Who has already been contacted? What additional information do you have that is useful in making a decision?
 - What is the suggested on-the-ground action plan?
- For serious emergencies, Site Directors should act swiftly, without clearance from the US-office, and only contact the US-office when it is safe to do so. For all other real or perceived emergencies, the Site Director should contact the Director of Operations as quickly as possible.
- The Site Director should not speak to the media.

US-based Director of Operations Emergency Procedures:

- Upon responding to the immediate emergency needs of the Site Director and/or group leader, the US-based Director of Operations will liaise with the appropriate Site Liaison and Executive Director as necessary, based on real and/or perceived dangers and possible courses of action.
- Liaise with sending institutions (college, university, community organization), if the Group Leader is unable to do so.
- Contact the insurance company if necessary.
- Consult with outside security experts.
- Recommending the appropriate steps for the Site Director and/or group leader to take in the affected program, including creating a written action plan and asking participants to acknowledge in writing their receipt of this information.
- Developing and executing a daily communication plan until the crisis has passed.
- Assessing the impact of the event once it has ended and summarizing actions taken in a written report.

Executive Director Emergency Procedures:

- Consult with internal and external experts.
- Developing and assisting with an evacuation plan, should it become necessary.
- Preparing a list of persons to be alerted once the entire emergency response is developed.
- Makes initial contact with the next-of-kin of the affected participant in the case of serious injury and/or death.
- Reporting all incidents to the Board of Directors in quarterly board reports. In the event of a serious emergency, the Board will be notified via email memo and/or emergency conference call meeting.
- Speak to the media, if necessary.

Board of Directors Procedures:

- Manage legal issues, if necessary.
- Advise Executive Director as to health, safety, and security policy changes.

5. Amizade Transportation Policy

Amizade requires a strict no open-air vehicle policy. This means no one is allowed in the back of a truck, a motorcycle, or a personal watercraft, unless required in an extreme emergency.

All vehicles and drivers must have proper local licenses and certifications. Vehicles must be in excellent working condition and be equipped with all regionally appropriate safety mechanisms.

All vehicles must have enough seats for each passenger, and when available, passengers must wear seatbelts.

If a driver is ever driving in a way that makes participants uncomfortable or could be considered remotely dangerous, the driver must be removed and switched.

If weather or road conditions are hazardous, driving should be halted, and the program changed.

If public transport must be used during a program (usually only for individual programs), it should always be in the safest possible way. This might include only traveling during the daylight, ensuring the safety of the driver, and/or using only taxis that have seat-belts.

6. Amizade Water Safety Policy

Amizade programs may provide opportunities for participants to swim in local rivers or beaches and to participate in cultural tourism utilizing local boats.

For cultural activities utilizing local boats, these will be provided through a licensed boating tour provider. All boats and drivers must have proper licenses and certifications. Boats must be in excellent working condition and be equipped with all regionally appropriate safety mechanisms.

In many Amizade locations, there may be no lifeguards or signs warning of dangerous beaches. Also, in locations that experience heavy seasonal rains, currents can rapidly change in strength and speed. Participants should only swim in areas designated as safe by the Site Director and only in groups accompanied by the Site Director or local community members. Prior to water activities, Site Directors will remind participants of water safety strategies.

All participants should take the following steps to prevent injury:

- Use proper safety equipment, such as life jackets.
- Never swim alone or in unfamiliar waters.
- Do NOT drink alcohol before or during swimming, diving, or boating.
- Do NOT dive in shallow water. Always enter water feet first.
- Be aware of hidden obstacles in the water that could cause injury.

7. Amizade Sexual Violence Policy

Amizade does not tolerate sexual violence in any form. Sexual harassment and assault can be committed by anyone and can occur between people of the same or of different gender. For purposes of this policy, the various forms of prohibited sexual harassment and violence include:

- Unwelcome sexual advances
- Sexual harassment
- Any non-consensual sex
- Sexual exploitation
- Stalking
- Retaliation
- Complicity
- Intimate partner violence
- Dating violence

Sexual and romantic relationships between Amizade staff, Site Directors, Community Partner organization members and participants are prohibited.

We encourage participants to seek support immediately if participants experience sexual assault or harassment, either from another student, home-stay family member, faculty/administrator, or local community member. Amizade will not pursue disciplinary action against any person for possession or consumption of alcohol or drugs when that possession or consumption is revealed in the course of a good faith report of sexual misconduct or relationship violence or other good faith statements made in connection with an investigation under this policy.

Amizade strongly encourages participants who are victims of sexual violence to contact the group leader and/or Site Director immediately. When a Site Director receives a report of sexual violence, they will notify the Director of Operations. The Director of Operations will then be in direct contact with the impacted participant.

Amizade will work to keep participant information private but cannot guarantee confidentiality. For semester-based programming, Amizade will take all reasonable steps to investigate and respond to the complaint consistent with any request for privacy or request not to pursue an investigation. However, our ability to do so may be limited based on the nature of the request. For example, depending on the nature of the complaint, whether the impacted participant is a minor, and the likelihood for continued violence or impact on the community, the Director of Operations may be in direct contact with the sending or sponsoring organization (example, college/university, volunteer organization, etc...).

For short-term programs in partnership with colleges or universities, or for programs that enroll participants under the age of 18, the Director of Operations will contact the sponsoring organization immediately in the case of sexual violence.

Participants who would like to access confidential resources are encouraged to utilize existing resources available through their sending organization (example: counseling services provided by their college or university) or through the two organizations outlined below:

- RAINN: Rape, Abuse & Incest National Network: <https://www.rainn.org/>
- Pathways to Safety International: <https://pathwaystosafety.org/>

It is important to note that medical and legal requirements vary by country. Amizade supports the healing process and respects the participant's right to decide whether to report the assault or harassment to medical or legal officials.

Participants can also contact the Director of Operations directly to report sexual violence (katie@amizade.org).

8. COVID-19 Policies

Amizade has implemented health and safety protocols with the goal of reducing COVID-19 infection and the spread of the virus from one location to another. To achieve this goal, Amizade adheres to host country entry regulations, as well as the U.S. Centers for Disease Control (CDC) recommendations for mitigating the spread of COVID-19. Detailed updates on our COVID-19 risk management policies can be found on Amizade's website at:

<https://amizade.org/resources/covid-19>

9. Other Amizade Resources

- A. CISI Insurance Information, Procedures and Claim Form - [CISI Insurance Information](#)
- B. Liability Form and Group Conduct Agreement (available upon request)
- C. Participant Information and Medical Form (available upon request)
- D. Site Vetting Form (available upon request)
- E. Homestay Vetting Form (available upon request)
- F. Data Security Policy - [Privacy Policy | Amizade](#)
- G. Guidelines for Site Travel - [Guidelines for Site Travel - Updated Dec 2021](#)
- H. COVID-19 FAQ - [COVID-19 Frequently Asked Questions](#)

10. International Travel Resources

- State Department Travel Advisories - [Travel Advisories \(state.gov\)](#)
- World Health Organization (WHO) - [WHO | World Health Organization](#)
- Centers for Disease Control and Prevention (CDC) - [Centers for Disease Control and Prevention \(cdc.gov\)](#)
- U.S. Embassies - [Official list of embassies from the U.S. Department of State \(usembassy.gov\)](#)