

Invitation to Tender

Provision of Safety & Security Advice

2026-2029

1. About Misean Cara

Misean Cara is an Irish and international missionary member organisation supporting development, humanitarian and emergency projects in over 50 countries in the Global South. Through its 77 member organisations, Misean Cara works with marginalised and vulnerable communities to realise their human rights through delivery of basic services in the areas of climate resilient livelihoods and decent work, education, health, and human rights, as well as advocacy, networking and community mobilisation. Since the organisation's establishment in 2004, Misean Cara's principal funder has been the Irish Government, through its Official Development Assistance agency, Irish Aid.

Each of our member organisations is a missionary congregation of sisters, brothers or priests; a religious organisation concerned with missionary development work; or a lay volunteer sending organisation. While registration as a charity in Ireland is a prerequisite of membership of Misean Cara, many members are themselves part of global congregations implementing relief and development projects in dozens of countries. Others are of a more modest size, reach and means. All are valued and respected members of Misean Cara. In keeping with the principle of subsidiarity which characterises missionary development work, Misean Cara responds to funding proposals submitted by members, and allocates funding on the basis of strategic relevance, need and quality. The overall funding to projects supported in 2024 is outlined in the table below. For further information about Misean Cara, visit www.miseancara.ie

Sector	Climate Resilient Livelihoods	Education	Health	Human Rights	Emergency Response	Member Capacity Development
<i>Number of projects supported</i>	105	156	116	107	43	18
<i>Funding amount (€)</i>	2,490,000	5,000,000	3,300,000	2,100,000	630,000	268,000

2. Background

2.1. Misean Cara's Ways of Working

As a membership organisation without an operational presence in the Global South, Misean Cara sources and provides funding for the development, humanitarian and emergency work of its member organisations. All of these members are religious or lay organisations with a missionary ethos which themselves have an operational presence in over 50 countries in Africa, Asia, the Middle East, Latin America & the Caribbean, and Europe. Member projects are implemented in many different locations, from poor areas of high-density settlement in cities such as Johannesburg, New Delhi and Lima to remote rural areas in Kenya, Nigeria and Brazil.

The funding provided to member organisations is subject to rigorous procedures both prior to and after the approval of a grant. The administration of and accountability for grants made to members' projects is the responsibility of a staff team based in Ireland.

2.2. Travel in Misesan Cara

Project Visits

As part of the organisation's overall accountability agenda, Irish-based staff travel to visit member project locations in various countries. A typical visit, lasting approximately ten days including travel, involves between four and seven different projects in one country (occasionally, but infrequently, two). Between one and two days are spent with each of the projects. The visit usually involves meeting the communities being targeted by the project.

Transport between project sites is organised using a mixture of private or public transport, usually by land (but by air in certain instances, e.g., Brazil, India). The preferred option is to use members' project vehicles. Accommodation during the visit is organised in collaboration with member project teams.

In a normal year, between eight and ten such visits take place, typically involving one staff member per trip. There are occasionally visits of a shorter duration, and visits which involve more than one staff member.

Every four to five years, a joint monitoring visit is organised with Irish Aid, Misesan Cara's principal funder. This involves 1-2 Misesan Cara staff members travelling with 2-3 representatives of Irish Aid to visit a selection of projects in one country. Preparation is similar to that which precedes a normal monitoring visit. The last such visit was to Kenya in 2024.

Project Visit Planning

Each visit is preceded by a 12–14-week period of planning, including liaison with members whose projects are to be visited, correspondence with project teams in-country, and the detailed planning of logistics for the visit. Staff are required to maintain an appropriate vaccine and prophylactic regime through the Tropical Medical Bureau.

Common destinations for monitoring visits include Brazil, Kenya, Nigeria, India, South Africa, Uganda and Ghana. See Annex 1 for a list of countries and locations visited in the period 2023-2025.

2.3 Crisis Management in Misesan Cara

Organisational integrity and business continuity are of primary importance to Misesan Cara. A Crisis Management Team is in place, and an annual desk exercise is undertaken in which a surprise scenario is presented for management and resolution. Insights gained from the exercise are incorporated into business continuity, crisis management and communications planning.

2.4 Misesan Cara Security Policy

Misesan Cara has a staff safety & security policy (see Annex 2 for a recent version) which is reviewed annually in the wake of the crisis management exercise. The policy requires that all staff who travel for the organisation undergo appropriate security training, including regular refresher courses. This is normally undertaken on an annual basis as requirements dictate.

3. Brief

Misean Cara requires a safety & security advisory service which will:

- i. provide the management team with up-to-date security advice for all staff and volunteers¹ travelling to project locations.
- ii. ensure that the organisation's crisis management plans are regularly tested and are fit for purpose; and
- iii. ensure that the organisational staff safety & security policy is fit for purpose and up to date.

The provision of this service will begin on 14th March 2026 and run for three years to 13th March 2029.

4. Expected deliverables

The safety & security advisor will be expected to deliver the following:

- i. An annual review of the organisational staff safety & security policy, ensuring the document responds to current realities in the development sector and in the countries in which monitoring and other visits take place. This is a constant deliverable (i.e., it will be expected in each of the three years of the contract).
- ii. Country-specific security advice, as requested, for each country to which staff and/or volunteer travel is planned. It is expected that the advice will take the form of a written brief delivered four weeks before the planned departure date of each visit, with updates as necessary up to the conclusion of the visit. This is a variable deliverable (i.e., the number of country security briefs requested will depend on the amount of staff travel).
- iii. An annual crisis management exercise involving the presentation to the Crisis Management Team of a realistic, relevant, unfolding crisis scenario through which the Team is then expected to work. The exercise should take up to six hours and be designed to test the Team's ability to make decisions under pressure. This is a constant deliverable.

It is expected that the advisor would remain up to date regarding the security situation in the countries of interest to Misean Cara and would pro-actively inform Misean Cara of any events or developments that might necessitate a review of travel plans.

5. Tender Outline and Assessment Criteria

Tenders should be structured according to the following assessment criteria:

Evidence of relevant expertise (Max. 20 marks)

- Knowledge of international security.
- An up-to-date knowledge of global security trends, particularly in relation to the work of international development in general.

Evidence of relevant experience (Max. 30 marks)

- Experience of living and/or working in countries where Misean Cara supports projects.
- Experience of providing security advice in a development context
- Experience conducting crisis management exercises in multi-country settings.

Demonstrated understanding of the brief (Max. 20 marks)

- The tender proposal, overall, must demonstrate a detailed understanding of Misean Cara's ways of working and the organisation's requirements regarding security management and advice, as well as Misean Cara's expectations and intended use of the deliverables outlined above.

¹ Misean Cara is not a volunteer sending agency. In this context, the term "volunteer" refers principally to members of Misean Cara's Board of Directors or its sub-Committees who may undertake exposure visits to project sites.

Fees (Max. 30 marks)

- The fee proposal submitted shall be in the form of a sum in Euro, inclusive of VAT and all expenses, with a detailed breakdown of costs, expenses and billable consultancy time (cost per day and number of days required for each deliverable, the daily or hourly rate involved).
- The proposed fee structure should take account of the fact that there are constant and variable deliverables as outlined above.
- Total budget, including fees, VAT and all other expenses²

Proposals should also include:

- Name and contact details of the individual/organisation submitting the tender;
- CV(s) of the person(s) nominated to be the safety & security adviser(s);
- Confirmation of acceptance of the conditions described in the invitation to tender;
- Confirmation that the individual/organisation is tax compliant;
- Confirmation that the individual/organisation has appropriate insurances in place;
- Any further information which the tenderer deems relevant.

6. Terms

6.1 Payment

The overall fee will be paid on a phased basis each year, as follows:

- 30% upon completion of the crisis management exercise
- 30% upon completion of the review of the staff safety & security policy
- 40% in the 12th month of the contract, assuming all deliverables have been submitted.

6.2 Freedom of Information Regarding Tenders

Misean Cara operates under the Irish Government's Freedom of Information Act 1997 and all information held in relation to this tendering process (including queries and proposals submitted in response to this brief) may be subject to requests under the Act.

6.3 Copyright and Ownership

Copyright and ownership of all documentation relating to the work outlined in this Invitation to tender must be assigned to Misean Cara. All documents produced by the successful tenderer in connection with this appointment and submitted to Misean Cara will be considered the property of Misean Cara and may be used by us at any time without prior approval.

6.4 Insurance and Tax

A copy of a valid, current Tax Clearance Certificate will be required prior to formal appointment of the successful tenderer and all matters in relation to insurance and tax affairs will be the successful tenderer's responsibility. Also, as noted earlier, all fees and costs outlined in the proposal must be inclusive of VAT.

6.5 Child Protection and Safeguarding

The successful tenderer will be expected to adhere to Misean Cara's Child and Vulnerable Adult Safeguarding Policy and Misean Cara's Prevention of Sexual Exploitation, Abuse and Harassment Policy.

6.6 Governance and Accountability

The successful tenderer will report directly to the Learning and Development Manager in Misean Cara, who may delegate as appropriate.

² For tenderers outside the Euro zone, once a fee has been agreed in Euro, no account will be taken of subsequent currency fluctuations

7. Tendering Procedure and Timeframe

Requests for additional information can be made via email to tender@miseancara.ie in advance of submitting a tender proposal. A log will be kept of such queries and any additional information provided will be shared with other prospective tenderers. Preliminary indication by email of an intention to submit a tender proposal will ensure you are on this communication list.

Tender proposals should not exceed 12 pages in length, excluding annexes, if relevant, and will form part of the Terms of Reference in addition to this invitation to tender document. It is envisaged that the preferred tenderer will be selected within three weeks of the submission deadline. Misean Cara may invite tenderers to a meeting to elaborate on their proposal. The contract, once signed, will come into effect on 14th March, 2026.

Tender proposals must be submitted by email to tender@miseancara.ie with “**Tender: Safety & Security Advice**” stated in the email subject line.

The deadline for receiving tenders is **17:00 Irish time, Wednesday, 12th November, 2025.**

Annex 1 – List of countries and locations visited 2023-2025

Country	Locations
Bolivia	La Paz/El Alto, Cochabamba, Santa Cruz
Brazil	Paraíba, Pernambuco, Bahia, Goiás
Ghana	Accra, Tamale, Kumasi, Afram Plains
Kenya	Nairobi, Mombasa, Molo, Kajiado, Thigio, Nakuru
Peru	Lima, Chimbote
South Africa	Gauteng (Johannesburg), Cape Town, Western Cape, Gqeberha (Port Elizabeth)
South Sudan	Juba, Wau, Rumbek
Tanzania	Dar Es Salaam, Kigoma, Makere, Morogoro, Kwalukonge, Arusha
Uganda	Kampala, Hoima, Fort Portal
Zambia	Lusaka, Livingstone, Choma, Chibombo

Annex 2



Safety and Security Policy

Approved by the Board on 8th November, 2023

Policy title	Misean Cara Safety and Security Policy
Policy owner	Misean Cara Chief Executive Officer
Policy application	This Policy applies to all Staff of Misean Cara
Cancellations, amendments, and associated documents	- Section. 9.5, p. 6: “COVID-19” removed; replaced by “any declared pandemic” - Annex 4, part A, p. 24: “COVID-19” removed; replaced by “any declared pandemic”
Approving authority	The Board of Directors First approval on 10 March 2016
Compliance	This policy has been evaluated and is considered to be compliant with Irish legislation; in line with Guidelines as issued by Irish Aid; and to represent best practice in NGO Safety and Security Policies.
Commencement date	This policy took effect on 10 March 2016.
Previous review dates	This policy was reviewed on the following dates: • 11 July 2017 • 26 November 2018 • 22 November 2019 • 14 December 2020 • 22 September 2021 • 4 May 2022
Future review date	This policy shall be reviewed annually. Next review: July 2024
Version Control	Version: 2023/11
Key related policies and Guidelines	The following guidelines and Misean Cara Employee Directives shall be read in conjunction with this policy: • Misean Cara Employee Handbook • All attendant Annexes to this Policy Document

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1 POLICY RATIONALE

- 1.1 Misesan Cara is committed to working with and for the marginalised and most vulnerable people in the developing world. Our purpose is to be in solidarity with the poor in ways that transform lives while respecting the integrity of local cultures.
- 1.2 As part of their normal work duties, Misesan Cara staff may be required to travel overseas to visit projects which are funded by the organisation. It is acknowledged that in many cases these projects are located in countries or areas which have the potential to pose a considerable risk from a safety and security viewpoint.
- 1.3 Misesan Cara is fully committed to the safety, security and welfare of its staff engaged on overseas deployments.
- 1.4 This document guides Misesan Cara's policy in respect of the steps taken to protect the safety and security of Misesan Cara Staff during overseas deployments.
- 1.5 It is the aim of Misesan Cara to ensure in as far as practicable the safety, security and welfare of all its staff on overseas deployment by providing a high quality, effective set of guidelines coupled with a robust emergency response process to deal with emergency incidents overseas.
- 1.6 Each individual staff member of Misesan Cara possesses a primary duty towards their own personal safety and security.
- 1.7 This policy is guided by the ***"Irish Aid Guidelines for NGO Professional Safety and Security Risk Management"***, as published by the Department of Foreign Affairs and Trade. These Guidelines set out five Standards which are outlined below.

Standard 1: Legal & Regulatory Compliance

Organisations demonstrate a commitment to abide by the national laws of the country in which they are formally registered. (In an Irish context, the relevant legislation includes the Safety, Health and Welfare at Work Act 2005).

Standard 2: Safety & Security Risk Management

The organisation has a safety and security risk management framework and systematic processes of implementation, committed to by all employees at all levels of management.

Standard 3: Informed Consent

Employers ensure their employees and associated personnel understand and accept workplace contexts, objectives, and the tasks to be performed, and the related safety and security risks and risk treatment measures.

Standard 4: Competent Workforce

The organisation has experienced, skilled and competent employees enabling effective organisational performance.

Standard 5: Responsibility

Organisations act responsibly to ensure their own identity, actions and perception instil trust and confidence in themselves and the international aid sector as a whole.

- 1.8 Misesan Cara recognises that the Irish Aid Guidelines are not deemed to be minimum standards but instead provide guidance on how to reach a high level of professionalism.

- 1.9** It is acknowledged that these standards are aimed primarily at Irish NGOs which implement and maintain in-country programmes with extended timeframes, in remote geographical locations with substantial staffing and logistical requirements.
- 1.10** It is further acknowledged that the work of Misesan Cara staff overseas is substantially different in nature and extends mainly to short stay visits for the purpose of monitoring, evaluation and networking and, as such, the security arrangements required to provide a satisfactory level of protection may differ substantially from that accorded to larger NGOs with a substantial in-country presence.

2 POLICY AIMS

- 2.1** This policy sets out in one document the principles that are already operated by Misesan Cara when staff are deployed overseas. The policy aims to:
- 2.1.1** Ensure that members of Staff can safely and effectively carry out their assignments and have the appropriate guidance to effectively deal with circumstances or incidents which may pose a threat to themselves or other Misesan Cara staff.
 - 2.1.2** Ensure that the risks associated with overseas deployments are assessed and, where possible, minimised.
 - 2.1.3** Provide direction to all Misesan Cara staff with respect to their personal safety and security.
 - 2.1.4** Ensure that all necessary steps are put in place to ensure the safety and security of staff prior to and during their deployment.
 - 2.1.5** Ensure that all staff of Misesan Cara adhere to all applicable policies, regulations, training and guidelines when preparing for, and during, overseas deployments.
 - 2.1.6** Ensure that all staff of Misesan Cara accurately document any incident which involved a threat to, or impingement upon, their safety and security.

3 STATEMENT OF POLICY

- 3.1** Misesan Cara is responsible for the planning and control of the deployment of staff overseas and shall, in so far as is practicable, plan and control each deployment to minimise the level of risk which the staff member(s) will be exposed to.
- 3.2** Misesan Cara is responsible for an effective and immediate response to emergency incidents involving deployed staff and shall ensure that such response is governed by the overriding concern for the safety and security of the staff member(s) concerned.

4 LEGAL BASIS

- 4.1** This section provides a summary of the legal basis underpinning this policy document.
- 4.2** The primary legislation governing this policy is “The Safety, Health and Welfare at Work Act 2005”, under which:

- 4.2.1 Employers are placed under a duty of care to manage and conduct their undertakings so that they are safe for employees
- 4.2.2 Employees are required to work in a safe and responsible manner and co-operate with their employer.

4.3 Members of staff of Mísean Cara will also have regard to the following:

- 4.3.1 The terms of employment as set out in their contract of employment.
- 4.3.2 The Mísean Cara Employee Handbook.

5 RISK MANAGEMENT FOR OVERSEAS TRAVEL

- 5.1 Mísean Cara prioritises the management of risk which is an integral part of Mísean Cara's approach to planning, decision making and accountability.
- 5.2 Within Mísean Cara's Risk Policy, risk management is defined according to the ISO 31000: 2009 Risk Management Standard. This standard defines risk as the *"effect of uncertainty on objectives"* and recognises that such an effect can be negative or positive.
- 5.3 ISO 31000 further defines Risk Management as a process of co-ordinated activities to direct and control an organisation about risk.
- 5.4 For the purpose of giving effect to this policy, Mísean Cara has adopted the following definition of Security Risk Management: *"The culture, processes and structures that are directed towards maximising benefits or advantages and minimising disadvantages in security consistent with achieving business objectives"*.
- 5.5 While Security Risk Management is a crucial dimension of overseas travel risk management, Mísean Cara has also identified sickness, ill health and stress as potential risks. These risks are the subject of this policy but as separate, distinctive and far-reaching issues, they should not be viewed as having been dealt with comprehensively in this document.

6 RECRUITMENT OF MISEAN CARA STAFF

- 6.1 As a means of assisting the full integration of a safety and security culture into the organisation and in compliance with the Irish Aid Guidelines Standard 4, ***"developing a competent workforce"***, at recruitment stage consideration will be given to an individual's ability to cope with potentially hostile environments.
- 6.2 The initial stage of the recruitment process will include a review of any attributes which the candidate has which reflect positively on his/her ability to cope effectively within a hostile environment. This could be reflected by previous work experience, educational factors and general life experience, for example.

7 TRAINING

- 7.1 To ensure the competence of the workforce and again in line with the Irish Aid Guidelines, training and development strategies specifically linked to the area of safety and security will be developed to address any gaps in this area and provide for the professional development of individual staff members.
- 7.2 This type of training may include, but will not be limited to, hostile environment awareness, first aid, persuasiveness, and negotiation training, as well as training in crisis and risk management.

8 THRESHOLD OF ACCEPTABLE RISK

- 8.1 Acceptable Risk: The idea that there is a level of risk that is acceptable is a difficult idea to come to terms with. It must be remembered that zero risk is unachievable in any walk of life. However, unless we establish a baseline of risk, we cannot set guideline values and standards to assist us in establishing what can be deemed to be an acceptable level of risk for staff.
 - 8.1.1 It is acknowledged that there is interdependence between the efforts of Mísean Cara to fulfil its obligations as regards monitoring, overseeing and auditing overseas projects and the development of a safety conscious and competent workforce to help achieve these efforts.
 - 8.1.2 It is acknowledged that the work of Mísean Cara staff overseas will expose them to a level of risk more than that which would normally exist in the workplace in Ireland. This Policy is focused on identifying those risks associated with overseas travel which are reasonably foreseeable given the environments within which staff will be operating. This document is equally focused on the mitigation of those risks.
 - 8.1.3 This Policy allows for the quantification of that risk so that an informed decision can be taken by all stakeholders about the deployment of staff into any particular area.
- 8.2 The quantification of risk will establish the Risk Threshold beyond which staff will not be subject to deployment. In addition, an escalation of the risk level up to or beyond the Risk Threshold will result in the immediate withdrawal of staff from that deployment if already deployed.
 - 8.2.1 The Risk Threshold will be determined by the application of the Safety and Security Risk Assessment Analysis contained within this Policy Document.
 - 8.2.2 The Safety and Security Risk Assessment Analysis will consider the relationship between the **likelihood** of, and the potential **consequence or impact** of identified hazards occurring. It will review the current or planned mitigation measures in place to deal with specific identified risks.

9 SAFETY AND SECURITY RISK ASSESSMENT ANALYSIS

9.1 This procedure applies to all Miseen Cara overseas deployments and all Miseen Cara staff.

9.2 It shall be the responsibility of the line manager of the individual who is travelling to ensure that a Safety and Security Risk Assessment Analysis is carried out prior to each Miseen Cara deployment overseas. The line manager function can be delegated in writing by the relevant line manager to a named Miseen Cara employee.

9.3 The **likelihood** of an event occurring will be based on the table below, and listed on a scale from one to five (1 – 5)

Likelihood	Score	Description
<i>Almost Certain</i>	5	The likelihood of the threat occurring is significant and is likely to occur once or more on a daily basis.
<i>Likely</i>	4	The probability of the threat occurring is likely and can be expected to occur at least once on a weekly basis.
<i>Possible</i>	3	The likelihood of the threat is known to be limited, and it might occur at some time but probably no more than once a month.
<i>Unlikely</i>	2	The likelihood of the threat is known to be quite limited and is not expected to occur more than once per year.
<i>Rare</i>	1	The likelihood of the threat occurring is viewed as extremely unlikely and only expected to occur once in any ten-year period.

9.4 The **consequence** or impact of an event occurring will be based on the table below and listed on a scale from one to five (1-5).

Consequence / Impact	Score	Description of Impact
<i>Catastrophic</i>	5	Realisation of the threat can be expected to have a catastrophic effect on Miseen Cara operations, assets or individuals. Severe or catastrophic adverse effects can include, but are not limited to: 1. Multiple fatalities 2. A severe degradation in or loss of capability to an extent and duration that the staff can no longer perform their function. 3. Severe or catastrophic harm to staff involving the loss of life or serious life-threatening injuries. 4. Severe financial/reputational damage to Miseen Cara.

Major	4	Realisation of the threat can be expected to have a serious adverse effect on Miseen Cara operations, assets or individuals. Serious adverse effects can include, but are not limited to: 1. Fatality and/or permanent disability 2. A significant degradation in the ability of Miseen Cara staff to fulfil their function. 3. Significant harm to individuals but not involving loss of life or serious life-threatening injuries 4. Significant financial/reputational damage to Miseen Cara.
Consequence / Impact	Score	Description of Impact
Moderate	3	Realisation of the threat can be expected to have a limited but moderate adverse effect on Miseen Cara operations, assets, or individuals. Limited adverse effects can include but are not limited to: 1. Extensive injuries, including irreversible impairment injuries. 2. Degradation in the capability of Miseen Cara Staff to fulfil their function to an extent and that the Staff can perform their primary functions, but at a noticeably reduced level. 3. Minor injuries that can be adequately treated in-country. 4. Serious financial/ reputational damage to Miseen Cara.
Minor	2	Realisation of the threat can be expected to have a limited adverse effect on Miseen Cara operations, assets, or individuals. Limited adverse effects can include, but are not limited to: 1. Reversible impairment injuries. 2. Degradation in staff capability to an extent and duration that the staff can perform their primary functions, but at a reduced level. 3. Minor injuries not requiring specialist medical attention. 4. Some financial/reputational damage to Miseen Cara.
Insignificant	1	Realisation of the threat can be expected to have a minor adverse effect on Miseen Cara operations, assets or individuals. Limited adverse effects can include, but are not limited to: 1. No injuries. 2. No degradation of Staff capability. 3. Slight health concerns for Staff. 4. No financial/reputational damage to Miseen Cara.

9.5 The Risk Analysis and Threat Threshold will be established on the basis of the matrix model. The related template is annexed to this document, but an **example** is outlined below where: **Impact x Likelihood = Risk**

Code	Category	Consequence/ Impact	Likelihood	Risk Score
1	Road Traffic Accident	4	3	4 x 3 = 12
2	Road Travel (Car Jacking)	4	4	4 x 4 = 16
3	Air Travel (Crash)	5	2	5 x 2 = 10
4	Kidnappings	5	1	5 x 1 = 5
5	Crime (Violent)	4	4	4 x 4 = 16
6	Crime (Non-Violent)	3	2	3 x 2 = 6
7	Civil Unrest	5	5	5 x 5 = 25

8	Internal Disputes, Labour, Political, etc.	4	2	4 x 2 = 8
9	Health Issues	4	4	4 x 4 = 16
10	Fraud, Theft, Embezzlement	4	2	4 x 2 = 8
11	Terrorist Attack	5	5	5 x 5 = 25
12	Any declared pandemic	3	4	3 x 4 = 12
Etc.				

9.6 It is acknowledged that risk assessment is based on subjective factors and can be viewed differently by a variety of stakeholders. In addition, the perception of risk and its possible impact will be affected by the level of knowledge and understanding of those who are involved in its assessment.

9.7 The highest possible score in the Matrix is 25, where the Security Risk and its Impact are rated at five and five respectively. A score of 1-15 indicates a threat level where the normal precautions taken for overseas travel will apply. This threat level is indicated in the matrix by the colour Yellow. A score of 16-20 indicates a higher level of threat requiring a more detailed consideration by line management of the risks involved. This threat level is indicated in the matrix by the colour Orange. **The Threat Threshold for Misesan Cara deployments is 21, at or above which Misesan Cara staff will not be deployed.** This threat level is indicated in the matrix by the colour Red.

10 PRE-DEPLOYMENT

10.1 A Country Brief will be developed for each location that Misesan Cara Staff travel to. It will be the responsibility of the line manager of the person travelling to ensure that a detailed itinerary is drawn up. Staff will be encouraged to contribute to this plan during and after its formulation. As Misesan Cara is not an implementing agency, Country Briefs will detail basic information regarding the security context of the area, possible threats, security procedures, emergency contact information and relevant maps displaying distances/times between areas to be visited. The DFA and UKFCDO websites should be consulted for the countries to be visited and travel advice noted.

10.2 Each member of staff travelling overseas will receive a copy either electronically or in written format of the Country Brief for each country they will be visiting. The receiving staff member is required to acknowledge that they have received, studied and understand the contents of the Brief. This receipt and acknowledgement will be included in the Pre-Deployment Checklist.

10.3 If, following receipt of this Brief, the staff member has reservations about travelling to the country/countries under consideration, this will be discussed by them with their line manager, who will consider their concerns before making a final decision.

10.4 The development of a Safety and Security Plan should outline the mitigation of risks identified. This must be acknowledged with the signatures of the person travelling and their line manager.

10.5 If an Irish citizen, the person travelling should register on the DFA website and, where possible, inform the Irish embassy in the country to be visited of their dates of travel and itinerary. Citizens of other countries may be able to avail of a similar facility from their own governments.

- 10.6** The person travelling should ensure that they carry with them a list of key contact numbers including the Irish Embassy, their own country embassy (if different), project managers, accommodation in the country to be visited and mobile numbers for their line manager and CEO.

11 KIDNAPPING / ABDUCTION

- 11.1** In the event that a member of staff is kidnapped or abducted while working overseas, contact should in the first instance be made with the Misesan Cara office in Dublin. Under no circumstances should the family of the victim be contacted directly by Misesan Cara staff in- country, unless not to do so would pose an immediate and grave threat to the life of the victim. The reporting staff member should be very aware of the need for confidentiality in circumstances of kidnapping/abduction. Extreme care should be taken to ensure that **no** mention of the incident is leaked to either the media or family. Such a leak could result in immediate publishing of the incident in contravention of the wishes of the kidnappers (as the case may be) and thus place the life of the victim in great peril.
- 11.2** Under no circumstances should any mention of the event be placed on any social media portal.
- 11.3** The CEO of Misesan Cara, in coordination with the Crisis Management Team, will assume ultimate decision-making authority in the event of a kidnapping/abduction incident. Misesan Cara will make every effort to engage with kidnappers and ensure that the most appropriate mediator is used.
- 11.4** It is Misesan Cara's policy not to pay any ransom requested to effect the release of a member of staff.
- 11.5** When critical incidents occur, in particular kidnappings/abductions, they affect not only the staff directly involved, but also their family and friends. Misesan Cara recognises that our obligations to our staff also extend to families who, though directly affected by events, can be overlooked during a crisis response.
- 11.6** In providing family liaison and support, Misesan Cara acknowledges that such support can be vital in the resolution of a crisis, ensuring that Misesan Cara can lead a coordinated response, that information is effectively managed, and that our duty of care obligations to the staff member and their family are fulfilled.
- 11.7** In line with Misesan Cara pre-deployment procedures, staff are expected to complete the "Proof of Life Questions" form (see Annex 5) and the "Next of Kin and Personal Information Form" (see Annex 6) prior to departure. The information on both these forms is treated in strictest confidence and will be used by Misesan Cara's Crisis Management Team should a critical incident arise.

12 INCIDENTS

- 12.1** For the purpose of this policy, Misesan Cara utilises the definition of an Incident suggested by Anna Dick in "Creating Common NGO Security Terminology" (Geneva Centre for Security Policy, 2010) where an Incident is defined as ***"any event(s) or near miss(es) of an event(s) where (A) staff safety or security is compromised, (B) there is a threat (violent or otherwise) to staff or staff are injured or killed; (C) any dependent or other third party is injured or harmed in the course of the organisation's activities, or (D) organisation property or belongings are stolen, damaged, or put at risk."***

- 12.2** All staff share equal and personal responsibility for preventing incidents insofar as they can. Misesan Cara staff are obliged under this policy to keep themselves well informed of the general safety and security environment in the country in which they will be travelling. Staff are urged not to take unnecessary risks by exposing themselves to circumstances where incidents may occur. All staff members **MUST**, if an Incident occurs, fill in an Incident Report Form on return to Misesan Cara from travel, unless already completed. Procedures for incident reporting are laid out in the Overseas Travel Guidelines annexed to this policy document.
- 12.3** A near miss incident is where it appears that a security incident came close to occurring. It may reveal a weakness in security procedures, or new information about security threats. A near miss incident **MUST** also result in the completion of an Incident Report Form, so that circumstances can be reviewed with a view to lessons learned.
- 12.4** If an Incident occurs, its impact can often be greatly reduced by applying pre-designated procedures, such as those outlined in Annex 2. Some context-specific procedures may be given in the Country Brief for the relevant location. Generic procedures and guidance, which should be adapted to the local situation, are offered in the ECHO Generic Security Guide for Humanitarian Organisations. There is an obligation under this policy for Staff to read and understand this Guide which is available online at <https://reliefweb.int/report/world/generic-security-guide-humanitarian-organisations>

13 STRESS

- 13.1** Where critical incidents occur, they have the potential to create significant distress. The distress can be of such a level that it can overwhelm an individual's usual coping mechanisms. Psychological distress in response to a critical incident or traumatic event can impact directly on the individuals involved and result in physical illness, as well as psychological and/or emotional damage. Staff should be aware of the need to monitor their own stress levels and be prepared to acknowledge and do something about excessive stress. This is not only important for them but also their colleagues who may be relying upon them to perform well. Different members of staff may show different signs of stress, due to a wide variety of factors such as, for example, cultural or personality differences.
- 13.2** From a Health and Safety perspective, it is acknowledged that where staff are involved in serious or critical incidents it is reasonably foreseeable that such an incident(s) could have adverse psychological effects on the individual(s) involved. As such, Misesan Cara has put in place appropriate measures to mitigate these effects after the event.
- 13.3** Misesan Cara has access to the services of the Tropical Medicine Bureau to advise on the provision of appropriate counselling services where necessary. In addition, all Misesan Cara staff have access to 24/7 support via the Employee Assistance Programme (EAP) which can be accessed by email or phone from anywhere in the world and which can include follow-up counselling support if required. Beyond this, and within certain limits, Misesan Cara will cover the cost of counselling for staff who have suffered stress as a result of their work, where this is appropriate.

14 CRISIS MANAGEMENT

- 14.1** A Crisis Management Team will be convened during emergency events or times of crisis for the purpose of providing a consistent and coordinated response to the crisis. The team is responsible for the coordination of all aspects of the response to the crisis. For the purpose of this Policy Document, a crisis is defined as a period of intense difficulty or danger which has impacted, or has the possibility of impacting, on the safety and security of Misesan Cara staff, or on the operation, assets or reputation of the organisation in whole or in part.
- 14.2** It is the preserve of the CEO in consultation with senior management to decide if a crisis exists. The CEO has the mandate to convene the Misesan Cara Crisis Management Team. The Crisis Management Team may include individuals with expertise in the areas of, but not limited to, medicine, communications, family relations, security, and political/contextual awareness.
- 14.3** Among the Crisis Management Team's responsibilities and functions are:
- Activation of Misesan Cara's response to the crisis/emergency
 - Management of the crisis effectively and professionally to ensure the safety, security and support of our Staff
 - Ensuring a log is kept of all decisions and actions in managing the crisis
 - Coordination of the most appropriate and relevant personnel to manage the crisis response
 - Providing appropriate support to staff and their families who may be adversely affected by the crisis
 - Coordination of all media activities in a manner that maintains public confidence in Misesan Cara's ability to manage the crisis effectively
 - Coordination of all activities to ensure timely, open and compassionate interactions with a staff member's family, where relevant
 - Coordination of all activities with regard to legal implications of the crisis/emergency
 - Coordination and liaison with relevant Government Departments and security agencies both national and international
 - Conducting and reporting on a post-event analysis of each crisis event to the Board and/or public bodies where required, or where in the opinion of the Board it is desirable to do so
 - Coordination of recovery activity such as repatriation and provision of support services post-crisis
 - Dealing with any other such matters which the CEO deems necessary for the duration of the crisis
 - In the case where a crisis has occurred, a detailed written report, including lessons learned, will be prepared and retained for future reference.

ANNEX 1: MISEAN CARA EMPLOYEE HANDBOOK EXCERPTS

Excerpts to note from relevant sections of “Section 15: Travel” and “Section 8: Standards of Conduct”, within Misean Cara’s Employee Handbook.

15.1 Overseas Travel

- The contract of employment may require employees to travel overseas as part of their normal duties. This will primarily be for the purpose of visiting funded projects.
- On occasion, overseas travel may be for the purpose of attending conferences, seminars or specific meetings.
- All overseas travel should have the approval of the line manager prior to it being arranged and proper pre-departure preparation must be undertaken as set out in the Monitoring & Evaluation Policy, and the Security and Safety Policy.
- Employees should ensure that they have sufficient funds to allow them to conduct their work professionally and to return safely.
- A float to meet other miscellaneous expenses may also be requested. To request an advance of expenses, please complete a Float Request Form and submit to the Finance Officer at least 5 working days prior to departure.
- Any floats issued for an overseas trip must be settled and accounted for on an Overseas Accountability Form by the employee. Failure to settle it within one month after the completion of the trip may result in the amount being deducted from the employee’s salary.
- It is the employee’s responsibility to ensure that they have received appropriate medical advice and have received the recommended medication and prophylaxis prior to undertaking overseas travel.
- Employees can accumulate a day in lieu of Saturdays and Sundays worked while they are away (referred to as Overseas TOIL).

Note: Days are not accumulated during the working week (Monday-Friday) during overseas visits. For example: If an employee travelled from Saturday to Sunday (of the following week) i.e., 9 days, they would accumulate 4 days in lieu.

- It is required that the employee will take at least one day of leave (O/Seas TOIL, TOIL or Annual Leave) immediately upon their return, if the trip was more than 7 days in duration. Accrued days in lieu can be carried forward for a maximum of six months and must be taken prior to undertaking another field visit.
- In addition, should an Irish public holiday fall during a time that an employee is overseas on Misean Cara business, this day may also be taken in lieu. It is recommended that this day be taken immediately on return from an overseas trip, or within one month.
- It is expected that reports will be written and submitted to the line manager within four weeks of returning from the field. Such reports may also be posted on the Misean Cara website if deemed appropriate.

15.2 Safety and Security Policy

It is the responsibility of all Misean Cara staff to adhere to the Safety and Security Policy and related procedures. A copy of this policy is available from the employees’ line manager. Misean Cara will provide related safety and security training to all new employees who are required to travel for work. Employees are required to repeat this training on a periodic basis as set out in the policy.

8 Standards of Conduct

Responsible and reasonable behaviour is expected of all employees wherever they are located. To avoid unnecessary misunderstandings and to achieve good working relationships, it is essential that employees adhere to best practice standards in all aspects of their employment including:

- Report for work on time.
- Work in line with contract hours.
- Co-operate with managers and colleagues.
- Maintain a high standard of personal behaviour.
- Treat fellow employees equally, with dignity and respect, at all times.
- Follow the procedures as outlined in Miseen Cara's Health and Safety Policy (Section 19 of the employee handbook);
- Exercise due care for the equipment and property of Miseen Cara and other employees.
- Complete all documentation to the required standard.
- Maintain a high standard of cleanliness and housekeeping, including personal hygiene; and
- Treat members, suppliers, clients and stakeholders with courtesy and professionalism.

8.1 Improper Influence

Miseen Cara employees are not allowed to use their positions to benefit themselves or others with whom they have personal, family, business or other ties, or seek to influence decisions in matters pertaining to their position in Miseen Cara.

8.2 Conflict of Interest

Employees may not at any time be involved in any outside business activity which would in any way conflict or be inconsistent with the interests of Miseen Cara or use information which they have acquired through their employment to benefit themselves or others with whom they have personal, family or other ties.

If in doubt, the employee should consult their line manager, or the CEO.

8.3 Declaration of Conflict of Interest

Declarations of conflict of interest must be made by employees to their line manager in the following circumstances:

- If, during the course of your work, you come into contact with a matter, which may benefit a commercial business in which you or a related party have an interest.
- If, during the course of your work, you come into contact with a matter which may benefit a commercial business in which another employee or a related party has an interest; or
- If you are responsible for making decisions on tenders or the purchase of goods and services affecting any commercial business in which you or a related party has an interest. In these circumstances you should also absent yourself from the decision-making process.

8.4 Gifts

Gifts include any benefit which is given to an employee free of charge, or at less than its commercial price. It also includes accepting special facilities or discounts on private purchases from suppliers with whom Miseen Cara has official dealings. Acceptance of gifts could give rise to a conflict of interest. Please consult your line manager if you find yourself in such a position, particularly if the value of the gift exceeds €50.

In relation to receiving gifts whilst overseas on visits (monitoring, media, audit, etc.) employees should be mindful and respectful of the culture in a particular country and adopt a common-sense approach to receiving such gifts on behalf of Misean Cara. If in doubt an employee should consult

his/her line manager at any time, though ideally before departure on visits.

8.5 Dress Code

All employees are expected to dress neatly and appropriately (business casual), consistently maintaining public confidence in the services we provide. This dress code applies whenever an employee is representing Misean Cara in Ireland or overseas.

On overseas visits, employees must dress in a manner appropriate to the local culture. For communication purposes, Misean Cara branded clothing is provided.

8. ANNEX 2: SAFETY AND SECURITY GUIDELINES FOR OVERSEAS TRAVEL

Contents:

- A** Rationale
- B** Introduction
- C** Background
- D** Risk Management for Overseas Travel
- E** Responsibilities for Managing Travel Risk

A Rationale

These guidelines are designed to complement the overall thrust of the Misesan Cara Safety and Security Policy. It is acknowledged that each visit will be different and pose unique problems and complications from a safety and security perspective. It is therefore impossible to be prescriptive for every eventuality. It is for that reason that the advice outlined below is in the form of Guidelines. It is up to each member of staff to apply these Guidelines in a common-sense manner, while at all times keeping their safety and security as their top priority.

B Introduction

In many of the places Misesan Cara staff travel to there are security risks. Staff are responsible for being aware of security risks before and during their travel. In all cases of travel a Safety and Security Risk Assessment Analysis will be carried out prior to travel.

Misesan Cara's safety and security culture is one which holds the safety and security of staff while overseas as the highest priority. As a responsible employer, Misesan Cara will work constantly to minimise and manage security risks. Where it is decided by the CEO and Senior Management that a humanitarian imperative warrants it, Misesan Cara may tolerate a certain level of risk. However, this judgement will only take place after a rigorous and thorough security risk assessment has been conducted.

As part of their normal work duties, Misesan Cara staff members may be required to travel overseas to visit projects being funded by the organisation. Given that these projects are generally carried out in countries which would be considered risky from a safety and security point of view, Misesan Cara has developed these Guidelines to assist in the safe management of this activity.

C Background

In recent years, fewer issues have focussed the attention of the humanitarian aid community more than the growing problem of insecurity. While Misesan Cara does not implement in-country programmes, visits are regularly carried out in-country to member organisations in receipt of Misesan Cara funds. Member organisations of Misesan Cara operate in some of the most insecure and volatile environments in the world, for example, South Sudan, Democratic Republic of the Congo and Pakistan. Misesan Cara is committed to ensuring the effective support of members' work in these environments.

These Guidelines apply to all Misesan Cara staff who take part in travel abroad. Travelling abroad for Misesan Cara Staff is not a regular occurrence and occurs on average once or twice a year per staff member,

for an average of 1-2 weeks. The purpose of travel abroad for staff generally comes under one or more of the following:

- Monitoring
- Capacity Building
- Networking
- Auditing

With regard to these travel purposes, monitoring is the most frequent and can demand travel to places where there is a higher level of risk. The destinations for monitoring visits are determined on a yearly basis and according to criteria and targets as set out in the Misesan Cara Monitoring and Evaluation Policy.

Misesan Cara does not implement in the field and does not have any field offices and this policy is adapted to this context. Travel to the field is primarily to member organisations who, while they work closely with Misesan Cara, do not share any responsibility for the security of Misesan Cara staff while abroad.

D Risk Management for Overseas Travel

Misesan Cara prioritises the management of risk which is an integral part of Misesan Cara's approach to planning, decision-making and accountability.

These Guidelines are an Annex to Misesan Cara's Safety and Security Policy, which forms a component part of Misesan Cara's overall Risk Management Policy. This Policy is reviewed on an annual basis and is governed by the Misesan Cara Board or an appointed sub-committee.

E Responsibilities for Managing Travel Risk

Management of risk in Misesan Cara is shared by all members of staff and all staff are bound by the policies and procedures of Misesan Cara. Failure to abide by policy and supporting guidelines can lead to disciplinary procedure. All Misesan Cara staff, committee members, consultants, mentors and visitors to the field are responsible for:

- Their own security
- Being aware of security risks
- Being respectful of the local culture
- Behaving responsibly and positively as a representative or guest of Misesan Cara
- Understanding and following Misesan Cara's Safety and Security Policy and attendant Annexes and all relevant security procedures in so far as it pertains to them (For example, non-employees are not expected to complete the pre-deployment procedures outlined in this document.)
- Adhering to local laws and customs
- Promoting the security of other Misesan Cara staff/guests
- Actively contributing to the maintenance of safety and security measures
- The safety and security of Misesan Cara property under their control
- Reporting any action that breaches safety and security procedures or jeopardises safety or security

Staff should, in as far as is practicable, comply with all World Health Organisation (WHO) and European Centre for Disease Control (ECDC) guidelines relative to COVID-19 and other declared pandemics as they relate to international travel. Staff should inform themselves about local protocols and pre-departure restrictions for each country they intend to visit to ensure they are able to comply with those.

Air Travel

In the event that staff are required to avail of internal air services while on a country visit, only those air service providers which meet International EU standards should be utilised. A full list of Airlines which fail to meet these standards can be viewed at https://transport.ec.europa.eu/transport-themes/eu-air-safety-list_en

Travel between countries should only be by reputable international or national carriers.

Personal Security

For the purpose of providing specific guidelines, the concept of Personal Security for Misesan Cara staff has been outlined in seven sections:

1. Third Party Packages
2. Security in Vehicles
3. Road Travel: Vehicles and Driving
4. Security of Foot
5. Personal Security in Hotels
6. Sexual Assault Prevention
7. Health

1. Third Party Packages

To assist in ensuring their own personal security, Misesan Cara staff should not, under any circumstances, accept packages from any individual or organisation for transport either within the country being visited or internationally. Similarly, staff should not accept personal correspondence for transmission to other individuals or organisations. Staff should bear in mind that the content of packages cannot be verified and in numerous countries that views expressed in written format can be interpreted as amounting to subversion, incitement to unrest, and/or being treacherous in nature.

2. Security in Vehicles

- When in your vehicle, always keep the doors locked. Any time you drive through areas containing stoplights, stop signs or anything that significantly reduces vehicular speed, keep your windows closed and doors locked.
- Leave ample manoeuvring space between your vehicle and the one in front of you. Always be in a position to pull out and around the vehicle in front. If you are approached by suspicious persons while you are stopped, do not roll down windows. Drive away quickly.
- If you are being followed or harassed by another driver, try to find the nearest police station, major hotel, or other public facility. Once you find a place of safety, don't worry about using a legal parking space. Park as close as you can and get inside fast.
- If another driver tries to force you to pull over or to cut you off, keep driving and try to get away. Try to note the license plate number of the car and a description of the car and driver. If this effort places you in danger, don't do it. The information is not as important as your safety.
- If you are being followed, never lead the person back to your accommodation or stop and get out. Drive to the nearest police station, public facility, or E.U. Embassy. (You can verify your suspicions about surveillance by going completely around an arbitrarily chosen block to check if the suspect vehicle continues to follow you.)
- If you are traveling alone and a car "bumps" into you, don't stop to exchange accident information. Go to the nearest service station or other public place.
- Never pick up hitchhikers or other pedestrians.
- When you park, look for a spot that offers good lighting and is close to a location where there are a lot of people. Valuables should be locked out of sight prior to the commencement of your journey.
- If there are local "parking attendants", let them know that they will be paid when you return to your vehicle. Only pay when you are in your vehicle with the doors locked and you are in a position to drive off. Never roll the window down more than halfway. Keep an appropriate number of small denominations readily available

for this. Do not display wallet, purse etc.

- If you have car trouble on the road, immediately inform the office of the member organisation or a member of their management. If visiting with another member of Misesan Cara staff who is not in your company, inform them of your location and circumstances. In most countries, particularly in Africa, numerous locals will arrive and offer assistance. In most cases this offer will be genuine but stay alert and be aware of attempts to lead you away from the vehicle or attempts to remove items from the vehicle. Generally, the more people who gather around the safer you will be but, where possible, remain in the vehicle with the doors locked and the windows rolled down only to a sufficient degree to engage with the people present.
- In consultation with the member organisation, a decision should be taken whether or not to send assistance in the form of a second vehicle, taxi, etc.
- If you are in a car park or parked on the street and have trouble, be wary of personal assistance from strangers. Go to the nearest well-lit busy public area and phone the member organisation to arrange assistance. If you feel threatened by the presence of nearby strangers, lock yourself in your car and be prepared to blow the horn to attract the attention of others.
- Extra precautions are necessary when shopping. If you take packages out to lock them in your vehicle, and plan to return to the shops to do more shopping be aware that any criminal watching knows that you will be coming back and can wait to ambush you. If you feel unsure or have observed anything suspicious, arrange for a member of the shopping centre management or a security guard to accompany you back to the vehicle.

3. Road Travel: Vehicles and Driving

- Vehicle accidents in developing countries pose a significant risk to the safety of Misesan Cara staff. Consequently, Misesan Cara staff are advised to avoid unnecessary road travel. Where member organisations do not provide road transport and vehicles need to be sourced, this should be done through reputable companies and four-wheel-drive vehicles should be hired where necessary.
- In addition, most reputable companies will also offer the services of a trained driver who will act as both driver and guide. This service should be availed of where appropriate. Vehicles used by Misesan Cara staff must be well maintained and in a safe condition.
- Seatbelts must be fitted to all vehicles used by staff and worn at all times, and each vehicle should be equipped with a minimum of safety equipment including but not limited to, First Aid Kit, Torch, Fire Extinguisher, Warning Triangle and Hi-Visibility vest. Where a driver is being used, it is the duty of each staff member to insist on defensive, safe and considerate driving.
- In insecure areas, if permission for travel is required from local authorities, leaders or groups, great care must be taken to ensure that those permissions are obtained, and the relevant documents carried by those travelling. In particular, clearance for flights, for crossings of lines of conflict, and for journeys through insecure areas should be rigorously checked by the Misesan Cara staff member before travelling.
- Do not rely on a member organisation's assurances that the necessary documentation has been obtained. Insist on viewing the documentation for yourself. Failure to do so can be extremely dangerous.

4. Security on Foot

- Stay alert to your surroundings at all times. Always project a positive and strong persona when walking. Keep your head erect, scan ahead, do not be afraid to make eye contact with strangers but do not stare. Be prepared to adjust this advice to the relevant cultural norms.
- Consider purchasing special clothing or accessories to hide your passport, money, or credit cards. Keep the majority of your cash hidden; carry some in your wallet or handbag. Use a money clip. If you are robbed, you may lose the money in the clip but will retain important credit cards and documents.
- Keep valuables out of sight and luggage close at hand. If carrying a handbag, keep it in front of you, closed, with the fastening toward your body. Keep a wallet in your front pants pocket, preferably one with a zip or Velcro cover. Don't wear jewellery. Reduce wallet and purse contents to the bare minimum. Consider carrying a throw-away wallet/purse, containing small denomination bills, out-of-date credit cards, etc. which you can afford to have stolen.

- Let go if your bag/briefcase is snatched.
- When walking, try to take up position on the outside of the footpath; this will distance you from recessed doorways and alley entrances.
- When walking, if you observe a vehicle pull in unexpectedly in front, immediately consider altering your route or cross the street to avoid coming into close contact with the occupants.
- When walking, dress casually; dress down where appropriate. Be aware of local customs.
- In any crowded situation, be aware of any bumping or jostling, even if it appears innocent. This is often a ploy by pickpockets to distract you.
- When approaching your vehicle have the keys in your hand; this will avoid a period of vulnerability at the vehicle side while you search your purse/pocket for the keys.
- When carrying your keys, extend the longest key between middle and forefinger for use as a potential striking weapon if attacked.

5. Personal Security in Hotels

- Do not discuss your Misesan Cara business or travel plans in public areas where they may be overheard. Discuss your travel plans and movements during your stay with as few people as possible.
- Selecting a hotel room on the third to fifth floor generally will keep you out of reach of criminal activity from the street but still within reach of most fire engine ladders.
- Do not entertain strangers in your hotel room.
- Be alert to overly friendly locals who may have criminal intentions. They may offer to take you to a "special" restaurant. Their ruse may be to offer drugged refreshments.
- Never leave valuables in your hotel room exposed or unattended, even in a locked suitcase.
- Place valuables such as money, jewellery, laptop, credit cards, passport, in a hotel safe deposit box or room safe.
- Familiarise yourself with escape routes in case of fire or another emergency.
- Always use the door chain or bolt lock whenever you are in your room.
- Use the door viewer (peephole) before opening the door to visitors. If there is no viewer always ascertain who is outside before opening the door. If the person claims to be hotel staff, phone down to reception to verify this before opening your door.
- Do not discuss your room number while standing in the lobby or leave your room key on restaurant or bar tables.
- Keep your room neat so you will notice disturbed or missing items quickly.

6. Sexual Assault Prevention

- Be alert. Don't assume that you are always safe. Think about your safety everywhere. Your best protection is avoiding dangerous situations.
- Trust your instincts. If you feel uncomfortable in any situation, leave.
- Never accept an open bottle of drink, either alcoholic or soft.
- Never leave a drink unattended at your table.
- Always walk, drive and park your car in well-lit areas.
- If using public transport always sit towards the front of the vehicle close to the driver.
- Never hesitate to ask a responsible colleague to escort you to or from your vehicle.
- Walk confidently at a steady pace on the side of the street facing traffic.
- Walk close to the edge of the footpath. Avoid doorways, overgrown areas, and alleys.
- Wear clothes and shoes that allow freedom of movement.
- Walk to your car with keys in your hand.
- If you have car trouble, stay inside your car and phone for assistance.
- Keep your car doors locked and never pick up hitchhikers.
- Make sure all windows and doors in your accommodation are locked, especially if you are home alone.
- Never give the impression that you are home alone if strangers phone or come to the door.

- If you come back to your accommodation and find a door or window open or signs of forced entry, don't go in.

7. Health

- Staff should be aware that in many cases health issues pose the most serious risk to life and should take precautions accordingly. Misesan Cara has an account with the Tropical Medical Bureau, 34 Grafton St. Dublin 2. Staff should make an appointment with the clinic at least six weeks before travelling to seek advice on the potential health risk associated with the travel. Misesan Cara will cover the cost of all medical expenses (doctors' fees, vaccinations, medicines etc.) associated with the travel.
- Given the current³ global pandemic and the likelihood that COVID-19 will continue to impact travel arrangements for the foreseeable future, staff should seek health guidance from the Tropical Medical Bureau in relation to any pandemic and follow public health and safety requirements and recommendations put in place by national and international health authorities such as CDC and ECDC.
- It is the responsibility of the staff member to heed the advice of the medical staff and to take all due precautions.

Insurance

Staff travelling overseas for work are covered by the Misesan Cara Travel Insurance Policy. However, this policy does not automatically include a number of higher risk countries so a separate insurance may be required for that particular visit. When planning an overseas visit, staff should check with the Misesan Cara Financial Controller to see if the normal policy covers the country or countries to be visited. If not, then additional insurance will need to be arranged. Staff should ensure that they take the relevant contact details of the insurer with them on their trip.

When travelling always carry a separate "GRAB BAG" which should contain copies of your Passport, Travel Documents, Identification, Letters of Introduction, copies of contact details, etc. In addition, ensure that you carry adequate supplies of any prescribed medication, copies of any prescriptions (translated into the local language), a general first aid kit, water purification tablets, mosquito spray/cream and mosquito net where applicable.

Reporting and Co-ordination

The line manager will fully brief the person travelling prior to travel. This briefing will include a joint review of the Country Brief and a discussion of possible threats. Additional knowledge and information regarding safety and security will be obtained from incident reporting, which is required after every trip, and the subsequent updating of security plans after visits.

As regards reporting systems, the following procedures will apply:

1. Within 2 hours of arrival in-country, contact your line manager to notify him/her of your safe arrival.
2. Contact Misesan Cara at least every day thereafter with updates of visit and location.
3. Notify Misesan Cara if there is any significant change of itinerary.
4. In the case of any incident taking place, notify Misesan Cara and complete the relevant form. For a definition of what constitutes an Incident, consult the Misesan Cara Safety and Security Policy Document, Section 12.1.
5. In an emergency, notify the following people immediately:

³ This point inserted in December 2020.

CEO: John Moffett: +353 089 614 7184
Your line manager:

9. ANNEX 3: MISEAN CARA PRE-DEPLOYMENT CHECKLIST

This form should be filled out by the person going on an overseas visit (for monitoring, etc) within one week before departure

The pack consists of photocopies of the items below in *italics*. The pack should be shared with the line manager who will double check the contents against the check-list with you in person. The person travelling will make additional copies of the file. One copy is kept with the Office & HR Manager. A second copy is kept with the line manager. An electronic copy is kept by the line manager.

Country/ies of destination: _____ Dates of Visit: _____

Person/s carrying out visit: _____

Line Manager: _____

Part A: To be actioned by person travelling and line manager

No.	TASK	Person Responsible	Status
1.	Security		
	- Pre-Deployment Checklist (Annex 3) signed off by person travelling and submitted to line manager - Travel Risk Assessment Form (Annex 4) Completed by Person Travelling and signed off by line manager - Proof of Life Questions (Annex 5) submitted to Office and HR Manager - Next of Kin and Personal Information Form (Annex 6) signed off by person travelling and submitted to Office and HR Manager - Confirmation that the person travelling has therecommended essential items for a Grab Bag		
2.	Trip Itinerary/Terms of Reference		
	- Copies of Terms of Reference for Visit with both the person travelling and their line manager - Copies of finalised trip itinerary with both the persontravelling and their line manager - Itinerary includes phone numbers for all in-countrymembers to be visited - Accommodation booked and contact details included		
3.	Travel		
	- Flights booked (international/ internal) and photocopy of tickets with both the person travellingand their line manager - Photocopy of passport with both the persontravelling and their line manager - Photocopy of Yellow Fever card (if required) with both the person travelling and their line manager - Copy of Visas for entry to country/ies (if required in advance) with both the person travelling and theirline manager		

Part B: To be actioned by person travelling

No.	TASK	Person Responsible	Status
4.	In Country Briefing(s)		
	- Country briefing document received and reviewed by person travelling - Transport from site to site organised and details of travel clear to person travelling - Map of the area/country you are visiting - Received in country brief from security consultant		
5.	Health		
	- Vaccination proof - Health Advice from Tropical Medicine Bureau - Health travel Advice reviewed from http://www.fitfortravel.nhs.uk/home.aspx - First Aid Kit		
6.	Insurance		
	- Check with finance/HR that you are covered for travel - MEDEVAC number - Misean Cara insurance policy reference number		
7.	Documentation		
	- Country Leadership Document template - Internal monitoring visit report template - Proposals and Reports - Strategic Plan - Child Protection Policy - Business cards - Dóchas Code on Images - Sign-in sheets and travel reimbursement sheets if arranging members' meeting		
8.	Contacts		
	- Medical insurance provider - Phone number of line manager and CEO - In-field contacts for members - In-field addresses for members - Irish Embassy/Consulate Contact - UK Embassy Contact		
9.	Cash/ finance		
	- Cash/Float - Collect receipts book from storeroom/ finance		
10.	Communications and Media		
	Unlocked phone and charger		
	Camera and charger		
	Misean Cara branded clothing (t-shirt, etc)		

10. ANNEX 4: OVERSEAS TRAVEL RISK ASSESSMENT FORM

This document should be completed by employees travelling overseas. It consists of three parts. Please ensure that you have read the Misesan Cara Overseas Travel Policy and are aware of security procedures. Failure to comply with security procedures may lead to disciplinary procedures.

Employee Name(s):

Dates of Travel:

Country/Areas to visit:

Please insert country map

I have reviewed this risk assessment and I am confident that adequate arrangements are in place to cover all foreseeable risks, and I agree to the trip being undertaken.

Signed (Line Manager): _____ Date: _____

Please print Name: _____

PART A: SAFETY AND SECURITY RISK ANALYSIS TEMPLATE

Colour Legend

SCORE	COLOUR
1 – 15	Yellow
16 – 20	Orange
21 +	Red

Please refer to section 9.5 of this policy document for an example of a completed analysis. The Consequence/Impact values are pre-determined as per the template below. The value for the Likelihood depends on the analysis and is to be filled in by the person travelling in consultation with their line manager.

Code	Category	Consequence/ Impact	Likelihood	Score
1	Health Issues	4		<i>ADJUST</i>
2	Road Traffic Accident	4		<i>THE</i>
3	Road Travel (Car Jacking)	4		<i>COLOUR</i>
4	Air Travel (Crash)	5		<i>CODE</i>
5	Crime (Non-violent)	3		
6	Crime (Violent)	4		<i>DEPENDENT</i>
7	Internal Disputes: labour, political, etc.	4		<i>ON</i>
8	Civil Unrest	5		<i>THE</i>
9	Terrorist Attack	5		<i>LEVEL</i>
10	Kidnappings	5		<i>OF</i>
11	Fraud Theft Embezzlement	4		<i>RISK</i>
12.	Any declared pandemic	3		<i>i.e. Impact X Likelihood</i>
Etc..				

Likelihood	Score	Description
<i>Almost Certain</i>	5	The likelihood of the threat occurring is significant and is likely to occur once or more on a daily basis.
<i>Likely</i>	4	The probability of the threat occurring is likely and can be expected to occur at least once on a weekly basis.
<i>Possible</i>	3	The likelihood of the threat is known to be limited, and it might occur at some time but probably no more than once a month .
<i>Unlikely</i>	2	The likelihood of the threat is known to be quite limited and is not expected to occur more than once per year .
<i>Rare</i>	1	The likelihood of the threat occurring is viewed as extremely unlikely and only expected to occur once in any ten-year period .

PART B: TELEPHONE/E-MAIL SAFETY AND SECURITY GUIDE

Explanatory Note:

This Guide is to be used by all staff arranging overseas visits to member organisations. Member organisations have in-country expertise which may be useful in informing the Safety and Security Risk Assessment. **Input should be requested from each location to be visited and the table below completed for each location. At least one contact should be by phone, with the others by phone or email, as appropriate.**

The purpose of the guide is to elicit by phone first-hand and up-to-date information about the safety and security situation on the ground from local sources. Once completed a copy of the guide should be given to your line manager who is responsible for reviewing the Safety and Security Risk Analysis assessment for your visit. When introducing the guide to your contact the following format should be used.

Rating is 1 to 5, with 5 being the most serious. The rating which you give will be dependent on your evaluation of the information received. If there are particular issues of note which you are told about, please include in "Any Additional Comments".

Region/ country of focus:			
Name of organisation:			
Name of respondent consulted:			
Position within organisation:			
Misean Cara staff member:			
Date completed:			
	Areas of discussion	Rating by Misean Cara staff member	Any additional comments
a.	The current security situation		
b.	The current crime situation		
c.	Any terror related incidents in the area in the last 3 months		
d.	Whether the local Government issued any security instructions/ prohibitions/ travel warnings or curfews in the last 3 months		
e.	Any steps the member organisation would advise to enhance your safety and security during the trip		

Completed guide should then be handed to your line manager.

PART C: ASSESSMENT TEMPLATE

Bearing in mind the information gathered from the Safety and Security Risk Analysis Template, the Country Brief as provided by the Security Consultant, as well as the Telephone/e-mail Safety and Security Guide, kindly complete the table below:

Risk Areas	Summarise Risks Identified	Mitigating actions
HEALTH		
All relevant vaccinations up-to-date		
Health Issues		
TRANSPORTATION		
Itinerary confirmed and copy with Monitoring Officer		
Road Traffic Accident Road Travel (Car Jacking) Air Travel (Crash)		
SAFETY AND SECURITY		
DFA and FCO Warning against travel to said country		
Crime (non-violent) Crime (violent) Internal disputes (labour, political etc.) Civil unrest Terrorist Attack Kidnappings		
LIST ALL OTHER POSSIBLE THREATS AND RISKS		
Fraud/Theft/Embezzlement		

11. ANNEX 5: PROOF OF LIFE QUESTIONS

Important: Not to be stored in soft copy anywhere on Miseen Cara system or on laptop/ memory stick/etc that you might bring on field trip. Only to be stored securely in hard copy on your HR File in a signed, sealed envelope, which will only be opened by CEO or a designated member of Miseen Cara's Crisis Management Team should the need arise.

Name	
Current position in Miseen Cara	
Date	

<u>Proof of Life Questions</u>	<u>Answer you, and only you, could give</u>
<u>Main question</u>	
<u>Additional questions</u>	

ANNEX 6: NEXT OF KIN & PERSONAL INFORMATION FORM

CONFIDENTIAL

This form is confidential and, once completed, is not to be saved on any shared drive. The completed, signed copy is to be sent to the Office and HR manager who, after discussion with the person concerned, will save it on the relevant staff file

A – NEXT OF KIN INFORMATION

Name of person travelling	
Current position in Misesan Cara	
Date	

Next of Kin 1

Name	
Relationship	
Address	
Phone (Home)	
Phone (Mobile)	

Next of Kin 2

Name	
Relationship	
Address	
Phone (Home)	
Phone (Mobile)	

Additional Immediate Family Members

Name	Sex	DoB	To be contacted (Y/N)

THE INFORMATION ON THIS FORM MAY BE SHARED BY MISEAN CARA WITH A THIRD PARTY ON THE INSTRUCTIONS FROM THE CRISIS MANAGEMENT TEAM

Signed person travelling: _____ Date: _____

Confidential

Data sheet for Miseen Cara Employee 2019

PHOTO

First Name(s):	
Surname:	
Name on passport if different:	
Date of birth: (dd/mm/yyyy)	
Age:	
Gender:	
Place of birth: (city/town and country)	
Nationality:	
Ethnicity:	
Languages:	
Religion:	
Physical Description:	
Height (cm):	
Build:	
Hair colour:	
Hair length:	
Dyed: (yes or no)	
Eye colour:	
Glasses or contact lenses? Please Confirm	

THE INFORMATION ON THIS FORM MAY BE SHARED BY MISEAN CARA WITH A THIRD PARTY ON THE INSTRUCTIONS FROM THE CRISIS MANAGEMENT TEAM

Signed person travelling: _____ Date: _____

C - ADDITIONAL PERSONAL INFORMATION

Name of person travelling	
Current position in Misesan Cara	
Date	

Do you have any ongoing medical condition which might require special consideration in an emergency?	
Are you taking any medication of which someone treating you in an emergency should be aware? Have you taken steps to ensure this information is available to those who might need it?	
List any allergies to medication or food	
Do you hold any personal, moral or religious views, including objection to or rejection of any medical procedures or treatments, of which medical staff should be aware?	
Is there any additional information of which the crisis management team in Misesan Cara should be aware in the context of a crisis involving you?	

THE INFORMATION ON THIS FORM MAY BE SHARED BY MISEAN CARA WITH A THIRD PARTY ON THE INSTRUCTIONS FROM THE CRISIS MANAGEMENT TEAM

Signed person travelling: _____ Date: _____

12. ANNEX 7: SUGGESTED GRAB BAG CONTENTS

A grab bag is, as its name suggests, a bag which you can grab at extremely short notice in the event of an emergency which requires you to exit the area you are in to ensure your personal safety.

Given the unknown and unpredictable nature of emergencies there are a number of items which are considered as essential contents for a grab bag. These contents are listed from Numbers 1 - 15.

In addition, there are numerous other items which can be added depending on geographical location, distance from safety, and type and probable extent of predicted emergencies.

Your Grab Bag should be in the form of a waterproof back-pack which allows for hands free carry. This bag should remain with you at all times. You should give consideration to selecting a bag large enough to accommodate your daily requirements, laptop, mobile phone, etc. In this way you will only have to carry one bag when engaging in your regular daily travel during any field trip.

Essential contents for grab bag:

- | | |
|---|---|
| 1. SIM-free mobile phone and charger | 11. Multi-tool |
| 2. First Aid kit | 12. Whistle |
| 3. Hand sanitiser | 13. Fire starter kit/ matches |
| 4. Disposable Face Masks (Grade N95 as a minimum) | 14. Water, minimum 3 litres per day, (in separate one litre containers) |
| 5. Insect repellent | 15. Non-perishable food (e.g. energy bars) |
| 6. Mosquito net | 16. Maps, city, local, regional (online) |
| 7. Any required medication | 17. Colour photocopy of personal documents |
| 8. Water purification tablets | 18. List of contact numbers |
| 9. Survival blanket | |
| 10. Torch | |

Additional items to be considered for inclusion:

- | | |
|---------------------------|------------------------------------|
| 19. Wet wipes | 26. Cash, US\$ small denominations |
| 20. Toilet roll | 27. Appropriate weather gear |
| 21. Zip lock bags | 28. High visibility vest |
| 22. Toothbrush | 29. Additional food (dehydrated) |
| 23. Small mirror (signal) | 30. Cooking utensils |
| 24. Compass | 31. Notepad and pen |
| 25. Roll of Duct tape | 32. Para cord / builder's twine |

It is impossible to be completely prescriptive as regards the list of contents and each travelling individual must take responsibility for including those items which are most appropriate to their destination.

13. ANNEX 8: INCIDENT REPORT FORM

- An incident is “any event(s) or near miss(es) of an event(s) where (A) staff safety or security is compromised; (B) there is a threat (violent or otherwise) to staff or staff are injured or killed; (C) any dependant or other third party is injured or harmed in the course of the organisation’s activities; or

(D) organisation property or belongings are stolen, damaged, or put at risk.”

Day, date, time of incident:

Location of incident:

Would you describe this incident as an event or a near miss?

Nature of incident including name(s) of staff members involved:

Name of staff member injured (if any):

Name and address of attending physician/doctor, and or name/address of clinic/hospital attended:

Describe property damaged/stolen including value, and if personal or Misesan Cara property:

Please provide any other details which may be relevant or which you think may be of assistance in future Security Health and Safety briefings:

Form completed by:

Signed:

Date:

14. ANNEX 9: MISSING PERSON PROTOCOL

Introduction

Many of the countries which Misesan Cara Staff visit as part of their work are rated by the Department of Foreign Affairs and Trade with specific travel advice ranging up to **NO TRAVEL ADVISORY**. This is the highest possible rating.

In countries with a travel advisory against all but essential travel, employees of NGOs, in particular expatriate employees, are viewed as high value targets when it comes to potential kidnapping.

Adherence by all Misesan Cara Staff to the **Overseas Safety and Security Guidelines** in **Annex 2** will reduce the potential for a kidnap incident to occur. However, if an incident does occur, the following protocol will be utilised by Misesan Cara as a means of assisting in the speedy and safe recovery of any staff member who is kidnapped.

This Protocol is designed to complement the Overseas Travel Guidelines, in particular the requirement for staff to report into Head Office on a daily basis when travelling overseas. The Protocol provides the procedure to be followed in the event that a staff member becomes significantly overdue or is reported as missing.

The relevant Line Manager/Travel Liaison has responsibility for ensuring the implementation of this Protocol.

Definitions

1. **A Missing Person** is a person whose whereabouts are unknown whatever the circumstances of their disappearance.
2. **The Data Sheet** refers to the personal data on the travelling staff member, including description, photograph, and any special medical requirements.

Journey Management Reporting

Journey Management

Under the Safety and Security Policy, staff are obliged to report to the Misesan Cara office within **two hours** of arrival at their destination. In the event that the travelling staff member has not contacted the office within **four hours** of their expected arrival time, then the staff member's line manager will initiate the Missing Person Protocol.

Where the journey is of such length and the travelling conditions are particularly onerous, then, at the discretion of the relevant line manager, this initial time can be extended to **eight hours**.

Step One:

If the staff member who is travelling has failed to make contact with the line manager within four hours of their expected arrival time (or eight hours in the circumstances outlined above) then the line manager will take the following steps:

- Attempt to contact the staff member directly by cell phone.
- Check with all information sources regarding flight or bus or other transport delays, weather conditions, travel strikes etc. All available data will be examined to establish the possible current location of the staff member and his/her direction of travel.
- If the travel information gathered provides a reasonable explanation for the delay in arrival, such as a slower than expected rate of travel or cancelled or delayed flights, then a new estimated time of arrival should be calculated. Any further steps in the Protocol can then be postponed until four hours after the newly estimated time of arrival. However, in this instance, efforts should continue on a regular basis to establish contact with the person concerned.
- This information along with the newly estimated time of arrival should be noted and the travel

information continuously monitored.

- If the information shows that the staff member has gone off-route significantly or has stopped at a particular location for an unusually long period of time, then the line manager must make every attempt to contact the staff member directly.

Step Two

Where there is no contact from the staff member concerned and there is no reasonable explanation for the delay in arrival, the line manager will take the following steps:

- The Misesan Cara CEO will be notified that the staff member is now **OVERDUE**. All the available information from the relevant itinerary details will be passed to the member organisation (the receiving organisation) at the destination address. The member organisation will be requested to make immediate inquiries at the destination to establish if the staff member has arrived or if there are any circumstances which could explain their non-reporting.
- The line manager will update the CEO when contact with the receiving member organisation has been established and inform her/him of what steps the receiving organisation is taking to establish the whereabouts of the staff member.

Step Three

Step Three will be initiated by the CEO or next senior manager available. Consideration will be given to the time period elapsed since the last contact with the missing staff member, the area they were traveling through, the current security situation, and any other factors they deem relevant. However, if no contact is made with the missing person within **twenty hours** of their estimated time of arrival the following steps will be taken:

- The status of the incident will be upgraded from "OVERDUE" to "**MISSING**".
- The Board will be notified.
- The local Police authorities in the destination and departure location will be notified and they will be supplied with a copy of the relevant Data Sheet and itinerary details. The Police Authorities will be requested to establish if the staff member: (a) departed as per the itinerary; and/or (b) arrived as per the itinerary.
- The receiving organisation will be asked to liaise directly with the local Police on behalf of Misesan Cara.
- The relevant Irish Embassy, and in the case of a non-Irish national staff member, their Embassy will be notified.
- In consultation with senior management the CEO will decide as to when and how the family of the missing person should be informed.

Step Four

Given the limited resource capacity of the local Police in many of the locations where Misesan Cara staff visit, the receiving organisation should be requested to initiate a search for the missing person. Descriptive procedures for the initiation and management of such a search are not provided within this Protocol. The variety of environments, geographical differences, security considerations, resources available, etc., will all have an impact on the type of search resources, which can be brought to bear on any individual situation.

However, consideration will be given to the following:

- Record keeping it is imperative that an accurate record is maintained of all decisions taken, the reasons for such decisions, and the consequent actions.
- Consideration should be given to sourcing external resources including vehicles, light aircraft etc. to assist in the search and the cost implications of utilising such resources will require consideration.

- Procedures for medical evacuation should be reviewed and updated with a view to having same immediately available in the event that the missing person is located and is suffering from a medical emergency.

Step Five

Outcome 1

The search for the missing person will either locate the person, in which case the necessary arrangements for their safe return, or continuation as per travel itinerary can be made, including notification of family and Embassy officials. Alternatively, there will be no positive result and the person will not be located.

Outcome 2

It is possible given the current security situation in many of the countries which Misesan Cara staff visit that a missing person may be the subject of a kidnapping. In such a case the abductors will make contact with Misesan Cara directly, through the missing person, or through a third party.

In any of the above scenarios the following steps will apply:

- Where the missing person has not been found within a **forty-eight-hour** period, the CEO will convene the **Crisis Management Team** with a view to co-ordinating all efforts to locate the missing staff member. If circumstances indicate that the missing person may have encountered some form of mishap as opposed to a mere travel delay the CEO may convene the Crisis Management Team as soon as she/he deems it appropriate prior to the forty-eight-hour period.
- In instances where it becomes obvious that a kidnap for ransom is involved, the CEO will activate the Crisis Management Team immediately with a view to co-ordinating all efforts in the safe recovery of the missing person.

At this stage all further actions will come under the Crisis Management Team Protocol which is included as a Confidential Annex.

15. ANNEX 10: CRISIS MANAGEMENT TEAM PROTOCOL

The Crisis Team Management Protocol is by its nature a confidential document, which details the procedures which will be taken by the Crisis Management Team in the event of a Crisis being declared by the CEO.

Due to the sensitivities surrounding potential crises, it is deemed essential that this protocol should not be available for general dissemination. It should be remembered that the primary function of a Crisis Management Team is to protect the staff and organisation against the effects of a crisis.