

**The Christian & Missionary Alliance (C&MA)**  
**Global Ministries (GM)**  
**SHORT TERM MINISTRY (STM)**  
**RISK MANAGEMENT POLICY**

Version 2017.02.15

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**1. RISK ASSESSMENT**

All Short Term Ministry (STM) Teams or STM individuals (ex. Interns) must request from the Global Ministries (GM) Team they are visiting the most updated Strategic Risk Assessment for their country. We also require that the STM Team/individual read the "Travel Advice and Advisories" from the Government of Canada Website ([travel.gc.ca](http://travel.gc.ca)) for the countries to be visited. All STM participants must sign a waiver (see Appendix 1) indicating they have read, understood, and accept the risks identified in the Strategic Risk Assessment and the Government of Canada travel advisories. In the case of minors, parental/guardian consent will be needed.

In the case of heightened risk, final decision as to whether a STM Team or STM individual will be able to continue with the STM trip rests with the GM Team or the host International Worker(s) and the sponsoring church or churches.

*C&MA/GM and their GM Team(s)/International Worker(s) [IW(s)] will not be held liable if STM Teams/individuals do not arrange or decide to forego Travel Insurance.*

**2. CONTINGENCY PLANS**

Each GM Team will prepare and maintain current contingency plans\* for threats and dangers that are reasonably foreseeable and potentially threaten the safety of team members or cause disruption to their work. As much as possible, given local conditions and circumstances, contingency plans will identify proactive measures to reduce both probability and consequences and include appropriate response protocols. Contingency plans must be read by all STM participants.

All GM Teams will complete and maintain current contingency plans for the following situations:

- (a) Evacuation of GM team members and visitors under their care including STM Team members
- (b) Establishment and operation of an identified Crisis Management Team (CMT)
- (c) Conducting information management during a crisis

*In addition, each GM Team will complete and maintain current contingency plans for any event for which a Risk Assessment reports in a "critical" or "high" rating.*

*\*"Current" contingency plans are those that remain consistent with the threat, environmental and organizational conditions and resources. Contingency plans are to*

*be reviewed at least once per year and either modified as necessary, or certified as still current. Increased risk, actual or potential, and emerging local conditions may require more frequent review and modification.*

*In the event of a crisis, all STM Team(s) or STM individuals received by any GM Team or IW(s) must agree to abide by the GM Team's contingency plans, including their established authority protocols.*

*The CMT will provide a "Critical Incident Report" after a crisis (Appendix 2).*

### **3. CRISIS MANAGEMENT TEAM**

National Ministry Centre (NMC) policy (NMC 7100 – Crisis Management & Communication) states the following:

#### ***Lines of Authority***

*During times of crisis, to the extent possible, all normal lines of authority are observed. Should the President be unable to serve, the line of succession as established by the Board of Directors or by the General Operating Bylaw shall be followed.*

*On-site decision making regarding C&MA personnel and activity will be the responsibility of the C&MA personnel closest to the crisis who will consult with supervisors\* as soon as possible. In cases where normal lines of authority are not possible, the President or appropriate Vice-President or Canadian Regional Developer (CRD)/District Superintendent (DS) will clarify who is responsible to make on-site decisions on behalf of the C&MA.*

\*For example: a GM IW consults with their Team Leader (TL), a TL consults with their CRD, the CRD consults with the Vice President (VP) of GM, the VP GM consults with the Executive Vice President and/or President.

In alignment with this policy, in the event of a crisis, a Crisis Management Team will be formed at the global location of the crisis and if necessary expanded to include personnel in Canada. The purpose of the CMT includes the following but is not limited to:

- The provision of the most effective and efficient response to the crisis
- The centralization of information, responsibility and authority
- The provision of the appropriate structure and support systems to address the emergency resolution activities
- The communication of all necessary information to relevant people
- The minimization of the overall impact of the crisis for the GM Team/STM Team/Sending Church/C&MA

In the global context, the CMT will be made up of, but not limited to: the CRD, GM Team Leader, STM Team Leader, and GM Member Care. In the event the CMT is expanded to include personnel in Canada, it can include but not be limited to, the VP GM, DS and the local church lead pastor or their designate. The President or his designate may also be included as part of the CMT if deemed necessary.

#### 4. **SOCIAL MEDIA**

The use of all social media is under the direct oversight of the GM Team. All guidelines and policies set by the GM Team must be agreed upon prior to arrival and adhered to by all STM participants. This will take into account local and cultural sensitivities, local laws and team guidelines.

In the event of a crisis, the following is to be implemented:

- All communication will be handled by the local CMT with accurate information sent to all relevant people involved.
- Any additional social media guidelines assigned by the local CMT will be adhered to by both the GM Team and the STM Team/individual.

## **5. CRISIS MANAGEMENT**

### **5.1 PAYMENT of RANSOM and DEALING with EXTORTION**

In cases of kidnapping, hostage-taking, or any form of extortion, the C&MA will not pay any ransom or make any concessions that are reasonably likely to cause or contribute to the probability of future similar events occurring.

### **5.2. NEGOTIATION with KIDNAPPERS and HOSTAGE TAKERS**

In cases of kidnapping or hostage-taking of STM participants being hosted by GM Team(s)/IW(s), their safe return shall be the priority of the CMT. All reasonable efforts consistent with C&MA/GM policies and core values will be pursued to achieve their safe return. These efforts include hostage negotiation as a strategy of first choice. In cases where the CMT has the opportunity to negotiate the safe return of the victims of kidnapping and/or hostage-taking without paying ransom, the CMT will seek the assistance and services of professional hostage negotiators.

### **5.3. RELOCATION of HOSTAGE TEAM MEMBERS**

In cases of kidnapping and hostage taking, remaining STM Team members will be relocated as soon as possible from the country of occurrence. This relocation will normally take place to the home country. In specific cases, the CMT may waive this policy if doing so is in the best interests of the crisis management effort.

### **5.4. NOTIFICATIONS to GOVERNMENTS in KIDNAPPING and HOSTAGE TAKING**

In cases of kidnapping and hostage taking, C&MA/GM through the CMT, will cooperate with legitimate government enquiries and activities when doing so is judged to be in the best interest of the abducted person(s) and the C&MA. The decisions of when and how to make these notifications to Government agencies shall be made by the CMT. The CMT will notify the appropriate Embassy or Consulate who has been abducted.

### **5.5 DEALING with LOCAL GOVERNMENTS in CASES of ARREST & DETENTION**

In cases of arrest and detention, C&MA/GM through the CMT, will cooperate with the local government departments and authorities when doing so is judged to be in the best interest of the arrested or detained person(s) and the C&MA. The CMT will determine who will be involved in this process and the CMT will notify the appropriate Embassy or Consulate of the individual who has been

arrested/detained, and when deemed advantageous or necessary, the CMT may hire legal representation on behalf of the individual(s) who have been arrested or detained.

## **6. MEMBER CARE**

GM will provide personnel who are directly involved in a crisis with a critical incident debrief within 24 to 48 hours of the crisis, and if appropriate or feasible, follow-up evaluations from a qualified Christian mental health professional. These evaluations shall occur as soon as possible following a crisis and again six (6) to twelve (12) months following the crisis, unless otherwise specified by the mental health professional. GM will help in identifying a qualified crisis counselor for follow-up evaluations.

## **7. POST CRISIS EVALUATION**

Within sixty (60) days of the resolution of a crisis, GM shall conduct an evaluation of the incident. The evaluation shall be made by an individual appointed by GM but must not include any person reporting directly to the individual(s) whose actions in the crisis will be reviewed. The evaluation shall address causal factors in the crisis, the initial response to the crisis, and the performance of the CMT. The evaluation should address those areas of strength that should be repeated in a future crisis, and those areas of weakness that should be remedied. The evaluation shall also identify any areas in which policy should be established or changed.

LT Policy 6000

Amendments to this policy may be made by majority vote of the Lead Team.

Adopted January 13, 2017

**APPENDIX 1**



**Assumption of Risk, Release & Waiver of Claim**

(To be filled out by participants age 18 and over)

**WARNING: THIS DOCUMENT AFFECTS LEGAL RIGHTS, INCLUDING YOUR RIGHT TO SUE, AND CREATES LEGAL RESPONSIBILITIES. PLEASE READ CAREFULLY.**

PREPARED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ 20\_\_\_\_\_  
TO: THE CHRISTIAN & MISSIONARY ALLIANCE IN CANADA ("C&MA")

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In consideration of the C&MA accepting my application for, and allowing me to participate in, an Excursion to \_\_\_\_\_ (the "Excursion") being organized by the C&MA, and which is expected to begin on or about \_\_\_\_\_, I, \_\_\_\_\_, agree to the terms of this Assumption of Risk, Release and Waiver of Claim (collectively the "Agreement"). In particular:

**1. ASSUMPTION OF RISK**

I ACKNOWLEDGE AND AGREE THAT participation in the Excursion involves potential dangers, risks and hazards (the "Risks") that include, but are not limited to:

- a) death or injury occurring through vehicle accidents during transportation between various communities
- b) death or injury due to activities related to construction work or other community development activity
- c) death or injury due to the handling and usage of equipment and supplies
- d) death, injury or illness from consumption of unsanitary food and water
- e) death, physical or mental injury, abnormal development or illness to myself and/or any future children due to the contraction of a communicable or infectious disease including but not limited to yellow fever, malaria, dengue, zika, microcephaly, chikungunya, ebola and HIV/AIDS.
- f) death, mental or physical injury or personal loss incurred as a result of political instability, criminal violation, terrorism and hostile environments
- g) death, injury or personal loss incurred as a result of a hurricane, volcanic eruption, an earthquake, tsunami or other type of natural disaster

I FURTHER ACKNOWLEDGE AND AGREE THAT my participation in the Excursion is entirely at my own risk and that I freely accept all the inherent risks of participating in the Excursion and the possibility of personal injury, death, kidnapping, assault, property damage and loss resulting therefrom.

I FURTHER ACKNOWLEDGE AND AGREE THAT my participation is dependent on full disclosure of any and all pre-existing medical conditions via the form attached labeled "Medical and Emergency Contact Form".

I FURTHER ACKNOWLEDGE AND AGREE THAT the C&MA's acceptance of my involvement as a participant in the Excursion does not and will not make me an agent, contractor, employee or partner of the C&MA and the C&MA will not be obliged to assume any responsibility for my welfare in the event of my detention by lawful or unlawful means and that the C&MA's policies prohibit the C&MA from submitting to any form of extortion to obtain my release or otherwise ensure or protect my safety or wellbeing if I am taken hostage or otherwise victimized during the Excursion.

**APPENDIX 1**

**2. RELEASE AND WAIVER OF CLAIM**

I WAIVE ANY AND ALL claims I may now, and in the future, have against, and release and discharge from all liability, and agree not to sue, the C&MA, its members, directors, affiliates, officers, employees, volunteers, agents, representatives, and each of them and their respective agents, executives, administrators, representatives, heirs, successors and assigns (the "Releasees"), with respect to any and all liability, costs (including legal costs), claims, damages, demands, actions and causes of action of whatever kind which might arise from or in connection with my participation in the Excursion including, without limitation, any personal mental or physical injury, illness, death, property damage, loss of personal freedom or financial loss or other loss suffered by me or any other family members or dependents, arising, directly or indirectly, from my participation in the Excursion, whether foreseen or unforeseen and regardless of the cause thereof including, without limitation, negligence or partial negligence on the part of the Releasees or any of them but excluding willful misconduct;

I FURTHER ACKNOWLEDGE AND AGREE that the C&MA along with its licensees and assigns, without limitation, may use, publish, reproduce, broadcast, transmit, televise, record, sell, distribute and display any written accounts or depictions, motion and/or still pictures or other materials in which I may appear or be mentioned or included, in regard to the Excursion and I waive and release any right or claim I may have to receive any compensation or reimbursement in regard to any of the foregoing, whether I was involved in the creation or production of any of such and regardless of whether any obligation arises under or by virtue of statute or otherwise including moral rights.

I FURTHER ACKNOWLEDGE AND AGREE that the information I have provided will be used by the C&MA to inform me of programs and projects, to help and encourage me spiritually, and to provide me with opportunities to be involved in and support the C&MA work. I will contact the C&MA at (416) 674-7878 or email [envison@cmacan.org](mailto:envison@cmacan.org) if I do not want my information to be used for the purposes described.

**3. UNDERSTANDING**

I DECLARE that I fully understand the terms of this Agreement and that I have not been influenced by any representations or statements made by or on behalf of the C&MA not recorded in this document.

I CONFIRM THAT I am the full age of 18 years and I have read and understood the Agreement prior to signing it and I agree that the Agreement will be binding upon my heirs, next-of-kin, executors, administrators and successors. I am aware that by signing this Agreement I am releasing and waiving certain legal rights, including the right to sue and to be awarded potentially substantial damages, which I or my heirs, next-of-kin, executors, administrators and assigns have or may have against the Releasees.

I AFFIRM that in all matters I will defer to the leadership of the C&MA International Workers.

**4. COMPLETE AGREEMENT**

I UNDERSTAND AND AGREE that this Agreement contains the entire agreement between the C&MA and me and that the terms of this Agreement are contractual and not merely a recital. I agree that I am signing this agreement freely, voluntarily and without duress.

DATED at \_\_\_\_\_, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
Participant

\_\_\_\_\_  
Witness

\_\_\_\_\_  
PARENT / GUARDIAN  
(IF UNDER THE AGE OF 18)







# Parental Consent for Minor Child to Travel Internationally

To Whom It May Concern: I/We, \_\_\_\_\_  
(Full Name(s) of Custodial and/or Non-Custodial Parent(s)/ Legal Guardian(s))  
am/are the lawful custodial parent and or/ non-custodial parent(s) or legal guardian(s) of:

Child's Full Name: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Place of Birth: \_\_\_\_\_

Date and Place of Issuance Passport: \_\_\_\_\_

Passport Number: \_\_\_\_\_

\_\_\_\_\_ has my/our consent to travel with \_\_\_\_\_

(Child's Name)

(Team Leader Name)

on a short-term mission trip with Inca Link International to \_\_\_\_\_

(Name of Foreign Country)

from \_\_\_\_\_ to \_\_\_\_\_.

(Departure Date)

(Return Date)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(Signature of Custodial Parent, and/or Non-Custodial Parent or Legal Guardian)

Full Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(Signature of Custodial Parent, and/or Non-Custodial Parent or Legal Guardian)

Full Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_