

International Conflict and Security (INCAS) Consulting Ltd.

COVID-19 Resilient Delivery Mechanisms

Advisory Note to Clients and Partners

23 March 2020

Getting the job done while keeping people safe

The COVID-19 pandemic is taking a great toll on lives, businesses, and livelihoods, presenting a whole host of operating challenges that will have social, economic, and security consequences for many months ahead.

It is nonetheless critical to ensure that momentum is not lost for our clients and their work on sustainability, inclusive security, human rights, peacebuilding, as well as contributions to the Sustainable Development Goals. We believe these areas of work will acquire even greater importance in the months ahead.

We are retooling existing assignments with multinational corporations, public sector clients, and international humanitarian organizations to get the job done – helping them to keep supply lines open and provide life-saving assistance to vulnerable people in forgotten corners of the world. We continue to deliver services in human rights compliance, responsible sourcing, security management, field investigations, programme design and evaluation, and mediation and dispute resolution.

The INCAS assignment implementation modalities are now designed to ensure that our clients can continue to meet their commitments, while ensuring the health, safety and security of our people and communities in the areas where we work.

Stay agile and do no harm

For existing and new assignments, given that the pandemic is unfolding and having a variety of impacts, we will maintain an agile and adaptive posture.

Critical to the way we work is a ‘do no harm’ approach, which covers both our teams and the people we interact with. Where possible, we also seek to ‘do good’.

Throughout our work, **we are upholding and implementing government requirements** in all our geographies to contain the spread of COVID-19, and where this is below [World Health Organisation guidance and standards](#), we will implement international good practice.

COVID-resilient ways of working

In the design of new projects, we will incorporate as much remote management and guidance as possible. This may involve working with clients to reframe project deliverables and expected outcomes to ones that can realistically be achieved.

We have strong national experts and field teams in 50 countries across the Middle East, North Africa, Sub-Saharan Africa, Europe (including the Caucasus and Central Asia), the Asia-Pacific, and Latin America. In this period, we will invest in further expanding our country coverage to meet client requirements.

Our national experts and field teams always play a prominent role in the delivery of in-country assignments – and they will continue to do so. Additional capability support, which typically involves the deployment of international experts, will now be provided remotely.

The implementation of our ISO-aligned Quality Management System is now adjusted to this new operating modality and enables us to deliver to high standards as before.

For work that requires community and other stakeholder engagement in-country, we will apply the following COVID-specific health, safety, and security protocols:

- National experts and teams will be trained, as usual, on safe and conflict-sensitive research methods, stakeholder engagement protocols, and ‘do no harm’ approaches. They will also be briefed (and when needed, [participate in online training](#)) on international good practice when it comes to COVID-19 containment – such as social distancing, enhanced hygiene and sanitation, to mention some.
- Before deployment into high-risk areas – in addition to our usual health, safety, and security risk assessment – we will:
 - Require our team members to self-quarantine before deployment for 14 days, until testing for COVID-19 infection becomes more widespread and available; and
 - Apply a ‘do no harm’ lens to team and community/stakeholder interactions. This, for example, will involve **not convening any group meetings** and [managing interactions carefully](#).

The objective of these measures is to ensure, insofar as possible, that our teams are not exposed to – nor serve as vectors for – the disease. Other mitigating (and ‘doing good’) actions will be defined based on the risk assessment.

- Basic sanitary precautions, as defined by the World Health Organization, will be taken by our teams at the beginning and throughout assignment implementation to reduce contagion risks. Our teams will also, where useful and appropriate, raise awareness in communities/stakeholders on how to prevent the spread of COVID-19.
- At the end of each field visit or stakeholder engagement, our teams will seek to reduce the risk that they carry any potentially contaminated items into disease-free spaces. This will be done by following the latest [UK Government guidance on COVID-19 infection prevention and control](#).
- We will carry out a debrief for national experts and field teams as part of our continuous improvement process, which draws lessons learnt and integrates these into our COVID-resilient delivery mechanisms.

Making a small contribution and sharing resources

In these uncertain times, INCAS is committed to helping our clients in their business continuity efforts, while contributing to efforts to tackle the pandemic. In our own way and little realm, we are supporting companies tackle the inevitable social, economic, and security fallout of this crisis. First and foremost, this means supporting the implementation of urgent projects, and working with them to develop commensurate risk mitigation strategies.

We are also making our resources available to peer companies. This includes not only sharing our knowhow on COVID-19 resilient delivery mechanisms, but also making available our networks of national experts and field teams

For further information, [please visit our website](#) or contact our Group Chairman, David Nyheim at david@incasconsulting.com.

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