ISCA GUIDE FOR EXCHANGES

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INTRODUCTION

Welcome to the International Sea Cadet Association (ISCA) Exchange Guide. This guide is designed to help all those involved in international exchanges—cadets, escort officers, headquarters staff, international liaison officers, and host nations—prepare for and carry out safe, meaningful, and enjoyable experiences.

What this guide is for

This guide provides clear information, practical advice, and shared expectations to ensure that ISCA exchanges are successful. It explains how to prepare for travel, how to represent your country with pride, and how to work together across cultures. It also highlights important procedures for health, safety, and communication so that exchanges run smoothly.

Who should use it

- **Headquarters staff** – to coordinate invitations, approvals, and national-level responsibilities.
- **International liaison officers** – to maintain communication between nations and ensure cooperation before, during, and after exchanges.
- **Escort officers** – to prepare, lead, and care for their cadets while abroad.
- **Cadets** – to understand their responsibilities and make the most of the experience.
- **Host nations** – to plan safe, welcoming, and culturally rich programmes for visiting contingents.

By following this guide, every participant—whether cadet, officer, or organizer—contributes to the success of ISCA exchanges and helps strengthen the bonds of understanding and cooperation among Sea Cadet nations.

Bon voyage!

DEFINITIONS

Clear and consistent terms are important in international exchanges. Different countries may use slightly different words, but in this guide the following definitions are used so that everyone—cadets, escort officers, liaison officers, headquarters staff, and host nations—shares the same understanding. Abbreviations shown in parentheses (e.g., **HQ**, **ILO**) will be used throughout the guide.

Term	Definition
Cadet Participant	A young person selected by their national organisation to take part in an exchange. Cadets are expected to represent their country with pride, follow the rules of their home and host nations, and live up to ISCA standards.
Escort Officer / Exchange Officer	The adult volunteer who leads and supervises a group of cadets during an exchange. Responsible for cadet welfare, discipline, and conduct, and serving as an ambassador for their nation.
Exchange	A planned international programme in which one or more countries send cadets and escort officers to another country to experience its culture, training, and traditions.
Headquarters (HQ)	The national-level office or authority of a member nation that manages Sea Cadet operations, approves participation in exchanges, issues policy, and supports escort officers, ILOs, and cadets.

Host Nation	The country that organises and conducts the exchange. Responsible for the programme, safety, and care of visiting cadets and escort officers.
International Liaison Officer (ILO)	The officer appointed by a member nation to coordinate exchange matters with other countries. The ILO is the main point of contact for communication before, during, and after exchanges.
ISCA (International Sea Cadet Association)	A voluntary association of independent Sea Cadet Corps and similar organisations. ISCA exists to promote maritime youth training, cultural exchange, and international friendship.
Joining Instructions	The official document issued before an exchange that is provided by the host nation (and passed through headquarters and/or ILOs) before an exchange. They include all essential information cadets and escort officers need to prepare, providing details such as dates, travel, kit lists, programme schedules, health and safety requirements, and contact information.
Safeguarding	The responsibility to protect all cadets and adults from harm, abuse, or neglect. Includes ensuring safe practices, appropriate supervision, and immediate action if concerns arise.
Visiting Nation	A country that sends cadets and escort officers to take part in an exchange hosted by another nation.

Part 1 - ABOUT ISCA AND THE EXCHANGE PROGRAM

What ISCA is

The **International Sea Cadet Association (ISCA)** connects Sea Cadet programs worldwide and provides the framework for official international exchanges. Only nations that are members of ISCA may take part in these exchanges. Member nations agree to shared principles and procedures so that exchanges are safe, fair, and meaningful. ISCA sets shared expectations and provides the forum for member nations to create and manage exchanges with one another.

Goals of the International Exchange Program

The ISCA International Exchange Program gives cadets the chance to:

- Experience life in another country through its culture, traditions, and training.
- Learn and practice teamwork, leadership, and responsibility in a new environment.
- Build mutual understanding and respect among young people from different nations.
- Strengthen international goodwill and friendship through shared maritime experiences.

The program is not a holiday. It is an opportunity for growth, cultural learning, and leadership development.

Who can take part

- **Cadets** – Exchanges are generally open to Sea Cadets aged **15–18 years**. However, due to liability or regulations, some nations may set a minimum limit of 16 or maximum of 17. Cadets are chosen to represent the best qualities of their home organisation.
- **Escort Officers** – Each visiting group is led by at least one adult escort officer (sometimes called an exchange officer), responsible for the welfare, safety, and conduct of their cadets. Some countries require sending two EOs, one male and one female according to their program's regulations.
- **Delegations** – A visiting nation usually sends **1 or 2 escort officers and up to 6 cadets,** though numbers may vary depending on the host nation's capacity.

The Spirit of Cultural Exchange

At the heart of ISCA exchanges is the **spirit of cultural exchange**. Participants are expected to approach every experience with openness, curiosity, and respect. Sharing meals, trying new activities, and learning about another nation's traditions are all part of the adventure.

Exchanges are built on four pillars:

- **Safety** – the well-being of all participants comes first.
- **Respect** – for cultures, customs, and each other.
- **Learning** – through training, cultural activities, teamwork, and new experiences.
- **Friendship** – building international connections and lasting relationships across borders.

Every exchange is a chance to act as an ambassador—not only for one's own country, but also for the Sea Cadet movement worldwide.

Part II – For Hosting Countries

1. Responsibilities of the Host Country

The host nation plays a central role in ensuring that each exchange is safe, meaningful, and respectful of all participants. The following responsibilities set the foundation for a successful program. A checklist for host nation responsibilities is included in Appendix A. This tool gives hosts a quick way to confirm that all key duties—safety, communication, documentation, and cultural preparation—are covered in advance. It includes a recommended timeline for planning an exchange.

Providing Safe and Meaningful Programs

- All activities must meet national safety requirements and ISCA safety expectations.
- A written safety/risk management plan must be in place for all major events and available to visiting nations prior to the start of the exchange.
- Programs should balance cultural experiences, seamanship or nautical training, and opportunities for international friendship.
- All adults participating in the exchange should be vetted per the home country's policy for safeguarding children.
- Cadets should not be placed in situations that risk harm, neglect, or excessive hardship.

Defining Responsibilities Between Host and Visiting Nations

- The host nation must clearly define what costs, accommodations, transportation, and meals will be covered, and what expenses remain the responsibility of visiting nations.
- Responsibilities for discipline, welfare, and supervision of cadets must be explained in advance. Escort officers retain responsibility for their cadets' conduct, but hosts must provide the framework for safe participation.
- Any special rules, restrictions, or military requirements must be communicated early.

Communication and Planning Timelines

Strong communication between countries is key to a smooth and successful exchange. As the host nation, you carry most of the responsibility for planning, logistics, and safety. However, a

well-run exchange also depends on visiting countries making timely decisions and preparing their delegations properly.

This section provides guidance to help host countries coordinate effectively and set clear expectations from the start. While not every country may be able to follow every suggestion exactly, these recommendations create a common framework for cooperation and shared success.

To support smooth planning, the following schedule is recommended:

- A **"save-the-date" notice or preliminary invitation** should be shared at the Annual Conference or, at the latest, **9 months before the exchange**. This allows countries to decide if participation is possible and begin budgeting or applying for funding.

- An **official invitation** confirming dates, participant numbers, and program details should then be issued **no later than 6 months before the exchange**. This timeline ensures visiting nations have enough time to select participants, complete documentation, and purchase travel at reasonable prices.
    - The **Official Invitation** must include the Joining Instructions, which provides dates, number of billets (openings) available for EOs and cadets, required fees, a general outline of activities, uniform/kit list, and any special requirements.

- **Confirmation of Participation**: Visiting nations should confirm whether they will attend **within 4 weeks of receiving the official invitation**.

- **Selection of Participants**: Visiting nations should complete cadet and escort officer selection **4–5 months before the exchange**.

- **Submission of Documents**: All registration forms, medical waivers, consent forms, and other required paperwork should be submitted to the host **1 month before the exchange**.

- **Confirmation of Travel**: Flight or travel details should be provided to the host **at least 1 month before arrival**.

- **Final Program Information**: Hosts should send the final itinerary, kit list, and emergency contact numbers **2–3 weeks before the exchange begins**.

Hosts must also provide regular updates and promptly answer questions from visiting nations. Delays or unclear communication can negatively affect cadet preparation and safety.

Contact information for the ILOs, HQ point of contact, and emergency numbers must be provided in writing to all participating countries. This should include multiple methods of communication, including email, phone numbers, and messaging platforms (Whatsapp, Signal, Telegram, etc).

Required Documents and Information Sharing

- Hosts must issue registration forms, medical/indemnity waivers, and any required consent forms well in advance.
- All completed forms must be returned by the deadlines noted to confirm participation.
- If visas, passports, or special permits are required, hosts must notify visiting nations early.
- Medical and dietary needs must be collected and shared in confidence with staff who require the information.

Cultural Guidance for Visitors ("Do's and Don'ts")

- Host countries should prepare a cultural briefing for escort officers and cadets that explains expected etiquette, dress, and behavior.
- This guidance should include:
    - Laws and customs that differ from other nations.
    - Religious or cultural practices that should be respected.
    - Rules regarding alcohol, tobacco, photography, and public conduct.
- Clear cultural guidance helps visitors avoid misunderstandings and ensures they show respect to their hosts.

2. Hosting Programme and Activities

A successful exchange programme is more than just a list of activities. It must be carefully planned to keep cadets safe, help them learn about other cultures, and build friendships across nations. When hosts provide clear routines, meaningful activities, and strong safety planning, cadets can focus on learning, teamwork, and respect for others.

A checklist for programme and activity planning can be found in the Appendix. Hosts should use it to confirm that routines, safety planning, and recommended activities are included in the exchange schedule.

Daily Routines and Briefings

Cadets adjust better when there is a clear daily routine, especially since many are away from home for the first time. Hosts should meet with escort officers each day to explain the plan, review safety notes, and discuss any issues. Escort officers should also have time each day with their cadets to go over the schedule, uniforms, and expectations, and to hear feedback. These regular meetings lower stress, prevent confusion, and allow small problems to be solved quickly.

Safety and Risk Management Planning

Safety must always come first. Hosts must carry out risk assessments for all activities, especially those with more than a low level of risk. Each activity should have a safety officer or leader who is in charge of supervision, giving safety briefings, and handling emergencies. Escort officers must always have the right to stop their cadets from taking part if they believe an activity is unsafe. Hosts are responsible for providing proper safety equipment, such as lifejackets or helmets, and making sure it is available, suitable, and in good condition.

Visiting EOs often need their HQ approval for cadets to join higher-risk activities—like ropes courses or waterborne events—not included in pre-departure plans. New activities should be cleared privately with escort officers before mentioning them to cadets to avoid unnecessary disappointment.

Recommended Traditional Exchange Activities

The following activities have historically been part of exchange programs. Although they are not all mandatory, they are recommended for inclusion in exchange programs for their proven value and enjoyment.

Country/Cadet Presentations

Presentations help cadets learn directly from their peers about different cultures, customs, and Sea Cadet programmes. This builds international understanding and pride in representing their home nation. They also highlight the unique identity of each country while showing the values and experiences cadets share worldwide, reinforcing that the exchange is both about differences and common ground.

- Schedule time for visiting cadets to share about their country, culture, or Sea Cadet programme.
- Encourage short, engaging formats (slides, photos, songs, or demonstrations).
- Provide space and equipment (projector, flags, etc.) so presentations feel supported and professional.

Maritime or Water-Based Activities

Seamanship and nautical skills are at the heart of the Sea Cadet identity. Including sailing, rowing, or ship visits connects cadets to shared naval traditions and creates unique learning experiences. These activities also highlight the common maritime connection between countries, reminding cadets that while cultures may differ, the sea is a shared environment that unites them. All exchanges are expected to have an element of water based activities or maritime experience.

- Include seamanship or nautical training typical of the host nation (e.g., sailing, rowing, canoeing, ship visits).
- Verify that all cadets meet minimum swim and safety requirements before participating.
- Provide proper safety gear (lifejackets, helmets, etc.) and ensure qualified staff supervise.

Gift and Souvenir Exchanges

Exchanging small tokens is a long-standing tradition in international exchanges. It helps cadets build friendships, creates lasting memories, and provides a physical reminder of their

international experience. Keeping gifts small and simple ensures no cadet feels pressured to give more than they can afford, and maintains a spirit of equality among all nations.

- Allow time in the programme for cadets to exchange small tokens (e.g., pins, badges, keyrings, cap tallies).
- Consider distributing these items during the **country presentations** or arranging a **group exchange at the farewell event** to ensure no cadet is left out.
- Remind visiting nations that gifts should be small, inexpensive, and culturally appropriate.
- Encourage any **personal gift-giving** (such as giving a t-shirt to a room mate) to be done privately, especially if not everyone will receive an item.

Farewell Dinners or Cultural Showcases

A closing event provides an opportunity for reflection, gratitude, and celebration. It marks the end of the exchange on a positive note, allowing cadets and hosts to recognize achievements and strengthen bonds. Cultural showcases encourage creativity, teamwork, and a chance for cadets to share what they have learned in a fun, memorable way.

- Plan a closing event such as a farewell dinner, barbecue, party, or cultural evening.
- Encourage cadets to share a short performance, song, or skit as a reflection of their experience.
- Use this opportunity to present personal gifts and express thanks to hosts, escort officers, and cadets. (Official nation-to-nation gifts are not to be required).

Local Culture, Food, and Customs

Experiencing local culture firsthand is what makes an exchange truly unique. Exposure to different foods, traditions, and community life broadens cadets' perspectives and builds respect for diversity. Preparing cadets in advance ensures they show respect to their hosts and are more open to trying new things.

- Incorporate visits to cultural or historic sites, community events, or local attractions.
- Provide safe opportunities for cadets to try traditional foods.

- Brief cadets beforehand on local customs, dress expectations, or etiquette so they can show respect to their hosts.

Strong logistical planning is essential to ensure exchanges run smoothly and safely. Hosts must anticipate the needs of visiting cadets and escort officers and provide clear information so that all participants feel secure and well cared for.

3. Logistics Planning for Hosts

A detailed checklist for logistics planning is provided in the appendix. Hosts should use this checklist to confirm that all key arrangements—accommodation, transport, communication, and insurance—are in place before the exchange begins.

Accommodation and Facilities

Cadets need safe and comfortable places to stay. Good living conditions help them feel at ease and adjust to a new country. Hosts should provide secure housing, with male and female cadets in separate areas, and staff housed close by for supervision. There should be enough bathrooms, showers, and laundry facilities, all kept clean and private. At the start of the exchange, hosts should clearly explain the house rules, such as quiet hours, restricted areas, and safety rules, so everyone understands what is expected.

Transport and Travel Coordination

Safe and well-planned transport keeps the programme running smoothly and helps avoid stress for cadets and escort officers. Hosts should arrange transport for airport pickups and drop-offs, daily programme activities, and cultural visits. Vehicles must meet safety standards, and drivers should be licensed. When planning, extra time should be included, especially when large groups travel through airports or crowded areas. Escort officers should receive a written schedule with travel times and the contact details of drivers or coordinators.

Emergency Contacts and Communication Systems

Clear and fast communication is essential in case of an emergency and to reassure parents and home countries. Hosts must provide a written list of emergency contacts, including the exchange coordinator, programme director, accommodation leaders, and local emergency services. Escort officers must have working mobile numbers and know how to contact hosts at

any time. A daily communication system, such as a WhatsApp group, text messages, or a set meeting place, should also be arranged between hosts and escort officers. Parents and home headquarters should be given the correct contact numbers so they can reach the exchange if needed.

Insurance and Liability Considerations

International exchanges include travel, outdoor activities, and training, so travel insurance with medical coverage is very important. It protects cadets, EOs, and staff if there is an illness, accident, or travel problem. Hosts should explain what insurance they provide, if any, such as medical, accident, or liability coverage, and what visiting nations must provide for themselves. All cadets under the legal age in the host nation must have indemnity or waiver forms completed (such as ISCA Form 2). Visiting nations are responsible for their cadets' medical costs and should bring emergency funds. Hosts must explain clearly any limits to their liability and confirm that all participants are covered before the exchange begins.

4. Health and Safety

Host Responsibilities

The health and safety of cadets and adults must always come first. Hosts must plan activities that follow their own country's safety laws and ISCA expectations. They should also give visiting nations confidence that risks have been thought about and managed. To help with this, a full outline of the programme should be shared in English at least four weeks before the exchange. This gives escort officers and home headquarters enough time to prepare their cadets and ask questions about safety.

Risk Assessments and Supervision

Every activity should have a risk assessment, especially if the activity is more than low risk. Examples of higher-risk activities include sailing, swimming, hiking, or climbing. Safer activities, like classroom lessons or walking tours, may only need a simple check. For each event, a safety officer or leader must be named. This person is responsible for giving safety instructions, supervising the activity, and knowing what to do in an emergency. Escort officers must always have the right to stop their cadets from joining in if they believe something is unsafe.

Equipment and Standards

Hosts must provide the right safety equipment for each activity, such as lifejackets for water events or helmets for cycling. Equipment must be safe, in good condition, and checked before use. Even though safety rules may be different in each country, all cadets must follow the rules of the host nation during the exchange. Visiting nations may add extra rules for their cadets if they wish, but the host is still responsible for meeting their own country's requirements.

Creating a Safe Environment

A safe environment comes from both good planning and daily care. Hosts should make sure cadets always know where adults are available if they need help, whether in housing, during activities, or while traveling. Safety briefings should be clear and simple, and repeated if necessary, since English may not be the first language for every cadet.

Cadets should never be left alone in unsafe situations. Staff should stay close enough to step in quickly if something goes wrong. Simple rules such as curfews, buddy systems, and keeping groups together in towns help prevent problems.

Daily check-ins between hosts and escort officers are also important, as they allow small concerns to be fixed before they grow bigger. Cadets should feel comfortable speaking up if they are sick, feel unsafe, or do not understand instructions. Adults must listen respectfully and take concerns seriously.

When hosts plan carefully, supervise closely, provide clear rules, and encourage open communication, they create a safe environment where cadets can enjoy learning, teamwork, and cultural exchange with confidence.

5. Emergency Procedures

General Approach

Emergencies may happen at any time, such as accidents, injuries, missing cadets, or larger events like strikes or severe weather. Hosts must plan ahead so everyone understands what to do. In every case, the key steps are to stay calm, keep cadets safe, and communicate quickly with the right people. All participants must be given emergency phone numbers and contact details for each location where they will stay. A checklist for host officers on handling emergencies is provided in the Appendix.

Accidents or Injuries

If an accident or injury happens, hosts must make sure the cadet receives medical care right away. Local emergency services should be called first, if needed. The escort officer and exchange coordinator should then be informed as soon as possible. A written log of the event should be started, including the time, what happened, who was involved, and what actions were taken. Parents and the home headquarters should be contacted through the agreed process, normally by the visiting nation, unless urgent medical consent is required.

Lost Cadets

If a cadet becomes separated from the group, hosts must act quickly. Escort officers and staff should be notified immediately and a search started. To help prevent this situation, cadets should always travel in groups (never alone), use a buddy system, have a means of communication, and carry a small card with the host's address and emergency phone number. Hosts should set clear rules for group sizes and meeting points when cadets are in public places.

National or Local Emergencies

Sometimes larger emergencies may happen during an exchange, such as political unrest, strikes, or severe weather. In these cases, hosts should follow local authority instructions and keep cadets away from danger. Escort officers must be kept fully informed, and updates should be passed quickly to home headquarters so that parents can be reassured.

Media and Public Information

If an emergency attracts media attention, hosts must not allow cadets or escort officers to give interviews. All media questions should be directed to the host commanding officer or another person officially chosen to speak. This protects cadets and prevents confusion.

Record Keeping

For every emergency, hosts should keep a clear written record of what happened and what actions were taken and provide copies to visiting EOs when requested. This helps with follow-up reports and makes sure the event is fully documented for ISCA and each countries' home headquarters.

6. Return to Unit (Early Return)

Sometimes a cadet or escort officer may need to return home before the exchange ends. This is called a **Return to Unit (RTU)** or **Early Return**.
An RTU may be necessary when:

- A participant becomes seriously ill or injured;
- A family emergency requires them to leave; or
- A disciplinary or conduct issue makes continued participation inappropriate.

Host Authority and Responsibilities

The Host Nation has the right to require that a visiting cadet or escort officer be returned home if:

- Their behavior violates exchange rules or local laws;
- Their condition creates a health, safety, or welfare concern; or
- Their actions significantly disrupt the programme or burden other participants.

Hosts must ensure there is a valid, documented reason for the RTU and must work collaboratively with the visiting Escort Officer, visiting Headquarters, and International Liaison Officer (ILO) to carry it out.
Even if there are differences of opinion, both sides should remain professional and focus on finding a practical, safe, and fair solution.

Once an RTU decision is made, the visiting nation assumes full responsibility for the participant's welfare and all related costs.
Hosts should assist in arranging safe transportation to the airport or departure point but are not expected to continue housing or supervising the individual after removal.

Fairness and Documentation

If the RTU results from a disciplinary issue:

- Review the facts in line with your organisation's cadet policies and procedures.

- Involve the visiting Escort Officer in reviewing the situation to ensure fairness and transparency.

- Complete a written record using Example Form 3 – Record of Incident/Emergency, with any supporting notes or witness statements.

- Share copies of all documentation with the visiting HQ and both ILOs before the participant departs.

Maintaining Good Relations

RTUs can be sensitive situations. They must be handled calmly, respectfully, and in partnership with the visiting nation.
Good communication, fair documentation, and mutual understanding help prevent conflict and preserve positive working relationships between member countries.
Even when an early return is necessary, the goal is to protect safety, ensure fairness, and maintain the spirit of international cooperation that defines ISCA exchanges.

A Quick-Reference Return to Unit Checklist is provided in Appendix B. Hosts should refer to it when assisting a visiting nation with an early return to ensure all steps are followed and properly documented.

Part III – For Visiting Countries

International exchanges depend on the shared effort of both host and visiting nations. While hosts take the lead in planning and delivery, visiting countries are equally responsible for selecting, preparing, and supporting their cadets and escort officers. When visiting delegations are well-prepared and engaged, exchanges run more smoothly and result in stronger international friendships and learning outcomes for all participants.

This section outlines the responsibilities of visiting nations before, during, and after an exchange. A planning checklist for visiting countries is included in Appendix B.

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1. Roles and Responsibilities

Headquarters (Sending Nation)

National headquarters are responsible for:

- Selecting cadets and escort officers through a fair and transparent process.
- Ensuring all adult participants meet national safeguarding and screening requirements.
- Briefing escort officers on programme goals, national expectations, and ISCA guidance.
- Collecting and reviewing all required documentation, including medical forms, waivers, passports, and insurance details.
- Supporting travel planning and confirming that cadets and officers have adequate funds and appropriate clothing, uniforms, and documents.
- Providing escort officers with official exchange paperwork, a travel folder, and emergency contact protocols.

Headquarters must also ensure cadets under the age of legal majority in the host nation submit a completed Indemnity and Waiver Form (ISCA 2), granting permission for emergency medical treatment if required. A copy of this form must be retained by both the host and the escort officer.

Escort / Exchange Officers

Escort officers are the front-line leaders for their delegations and have full responsibility for their cadets throughout the exchange. Their responsibilities include:

- Preparing cadets and families prior to departure, including cultural briefings and packing guidance.
- Managing travel logistics, passports, documents, and emergency contacts.
- Ensuring that cadets follow conduct expectations, remain safe, and represent their country with professionalism.
- Serving as the liaison between their delegation, the host nation, and their national HQ.
- Responding to any incidents, behavioral concerns, or health needs promptly and appropriately.
- Participating fully in daily briefings with host staff, and keeping cadets informed of schedule changes or updates.
- Completing required reports and evaluations after the exchange.

Escort officers must be prepared to take the lead in supporting all international cadets when asked—especially if other officers are not fluent in English or if a senior liaison role is assigned.

Cadets

Cadets are expected to approach the exchange as a learning and leadership experience. Their responsibilities include:

- Following the schedule, rules, and instructions of both host and escort officers.
- Dressing neatly and wearing uniforms correctly when required.

- Behaving respectfully toward all cadets, staff, and local citizens.
- Remaining with the group unless given formal permission to separate.
- Representing their home country and Sea Cadet Corps with dignity and pride.
- Participating actively in all activities and demonstrating curiosity and teamwork.

Cadets must understand that participation in an exchange is a privilege, not a vacation. They are expected to be flexible, open-minded, and willing to learn from differences.

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2. Planning and Preparation

Early and thorough preparation is key to a successful exchange. National HQs and escort officers must coordinate closely to ensure cadets and families are ready well in advance.

Planning Timeline

A recommended timeline for visiting countries is as follows:

- Within 4 weeks of receiving the invitation – Confirm intent to participate and delegate size.
- 4–5 months before the exchange – Finalize cadet and escort officer selection.
- 3 months before – Begin booking travel and apply for visas (if required).
- 2 months before – Distribute cultural guidance and packing instructions to cadets and families.
- 1 month before – Submit completed forms (ISCA 1, ISCA 2, medical info, insurance).
- 2–3 weeks before – Confirm travel details and provide arrival information to the host.
- Final week – Conduct final cadet briefing and review rules, contact info, and emergency procedures.

✓ A Planning and Preparation Checklist is included in Appendix B.

Travel, Health, and Logistics

Visiting countries are responsible for arranging and funding all travel to and from the exchange location. This includes:

- Ensuring passports are valid for at least 6 months beyond travel dates.
- Applying for any required travel visas well in advance.
- Securing travel and health insurance for all participants.
- Confirming currency exchange or access to emergency funds for escort officers.
- Providing cadets with recommended personal funds and guidance on managing spending.

Escort officers must collect and carry:

- Passport and visa copies for all cadets and themselves
- Travel insurance documentation
- Printed travel itineraries and contact lists
- Any necessary medical documentation or prescriptions

Uniforms, Kit, and Cultural Items

Each cadet must pack according to the host nation's joining instructions. This typically includes:

- Uniforms in good condition and worn to national standards
- Neat, culturally appropriate civilian clothing
- Toiletries, medications, and personal items

- One small personal gift for sharing with roommates or new friends
- A few items (pins, badges, cap tallies, etc.) for informal exchanges
- Optional: country flag, unit patch, or slideshow/photos for cadet presentations

Escort officers should inspect cadet kit before departure. Cadets should not bring: weapons, food items, aerosol cans, glass containers, or items with political, offensive, or inappropriate content.

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3. During the Exchange

Arrival and First Impressions

The escort officer is responsible for checking in with the host immediately upon arrival. First impressions matter—cadets should arrive clean, rested, and appropriately dressed. Officers should confirm baggage has arrived and update HQ that the delegation is safe.

If meeting cadets at a local unit before travel, escort officers should establish expectations and routines prior to departure.

Daily Supervision and Participation

Escort officers must:

- Attend all scheduled daily briefings with host staff.
- Hold a daily check-in with their cadets to review the plan, give reminders, and check wellbeing.
- Monitor cadet behavior, appearance, and participation throughout the day.
- Reinforce expectations around timeliness, attitude, and respect for all program leaders.

Cadets should not separate from the group without permission and should remain in pairs or small groups when allowed free time.

Health and Safety

Officers must monitor cadet hydration, sleep, and nutrition, especially during physical activities or travel in hot climates. Medications should be stored safely, and allergy plans or special diets communicated clearly to host staff.

If any safety concern arises—such as unclear instructions, equipment concerns, or high-risk environments—escort officers have the right to withhold their cadets from the activity and request a reassessment.

Nations may opt out of specific programme items (e.g., weapons training) in advance. In such cases, officers must notify the host early and ensure their cadets are not included in those activities.

Emergencies

Emergencies can include illness, injury, family crisis, or a disciplinary matter that requires immediate attention. Escort officers must respond quickly while keeping safety and communication as top priorities.

In an emergency:

1. **Contact the host exchange lead** and begin the appropriate action (e.g., first aid, medical care, or other immediate response).

2. **Inform your national headquarters (HQ)** and, if necessary, the cadet's family, following national procedures.

3. **Keep a written log** of all actions and communications (names, times, decisions).

4. **Complete Example Form 3 – Record of Incident/Emergency** as soon as possible.

5. **Do not send a cadet home early or leave anyone behind** without prior approval from both your HQ and the host nation.

✓ *A Quick-Reference Emergency Checklist is provided in Appendix B.*

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4. Conduct and Representation

Visiting delegations are ambassadors of their country and corps. Cadets and officers must respect the laws, customs, and values of the host nation.

Prohibited behaviors include:

- Alcohol or tobacco use by cadets (regardless of local age laws)
- Inappropriate relationships, language, or gestures
- Bullying, exclusion, or unsafe behavior
- Use of social media in ways that mock, shame, or misrepresent others

Escort officers must model the same expectations they set for cadets and intervene early if conduct concerns arise. Cadets or officers may be removed from the programme for serious violations.

Photography rules vary by country and location—especially on military bases. Cadets must ask permission before taking or posting photos of others. Officers should guide cadets on how to share memories respectfully.

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5. Safeguarding and Inclusion

ISCA promotes a safe and inclusive exchange environment for all youth. Escort officers must uphold their national safeguarding policies and act quickly if concerns arise.

- Never be alone in private with a cadet.
- Always maintain appropriate adult–cadet boundaries.
- Do not permit hazing, harassment, or inappropriate language.
- Support cadets who express concerns or discomfort.
- Report all safety concerns to the host and national HQ as required.

Cadets from different cultures may interpret tone, touch, or humor differently. Escort officers should prepare their cadets in advance to be kind, observant, and slow to judge.

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6. Return to Unit (Early Return)

A **Return to Unit (RTU)**, also called an *early return*, occurs when a cadet or escort officer must leave the exchange before it ends.
This may result from medical or family emergencies, disciplinary action, or when the Host Nation decides a participant can no longer continue.

Reasons for RTU

- Illness, injury, or other health condition that prevents safe participation
- Urgent family or personal matters
- Serious breach of rules or conduct
- Host Nation determination that continued participation disrupts the exchange or creates a safety concern

The Host Nation has the right to require a participant's return home, provided there is a valid, documented reason.
Once the decision is made, the visiting nation assumes full responsibility for the participant's welfare, supervision, and all related costs, including travel.
Hosts should assist with logistics (e.g., arranging transport to the airport) but are not expected to continue housing or supervision after removal.

Fairness and Documentation

If the RTU involves disciplinary issues:

- The **Host Nation** must review the facts according to its cadet policy, with the **visiting Escort Officer** involved.
- Written notes, witness statements, and Example Form 3 should be completed **before departure**.
- All records must be shared with both countries' **headquarters** and **International Liaison Officers (ILOs)**.

Responsibilities

- **Escort Officer:** Ensures safety, communicates with host and HQ, manages documentation and travel once authorized.
- **Host Nation:** Confirms reason, supports documentation, and assists with safe transport.
- **HQ:** Approves return, notifies parents/guardians, and oversees costs and travel arrangements.
- **ILO:** Coordinates communication between nations and confirms that all documentation is properly recorded.

Professional Conduct

RTUs should be handled calmly and respectfully to maintain positive international relationships. Clear communication, fairness, and timely documentation protect both nations' integrity and uphold ISCA's values of cooperation and goodwill.

A Quick-Reference Return to Unit Checklist is provided in Appendix B, following the Quick-Reference Emergency Checklist.

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7. Communication

During the exchange, escort officers are responsible for staying in contact with:

- The host nation programme director or lead officer
- Their national headquarters or exchange coordinator
- Cadets' families in case of delays, emergencies, or changes

Daily communication with the host is essential, especially if concerns arise. Officers should avoid escalating problems in front of cadets and should seek solutions calmly and professionally.

Each cadet should carry:

- A card with the host nation address and emergency phone number
- The mobile number of their escort officer
- A schedule or contact list if separated from the group

Social media use should be respectful and limited. Cadets should not share identifiable group images, location details, or commentary that could harm others or the programme.

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8. Reporting and Follow-Up

After the exchange, escort officers should submit all reports, forms, and feedback as requested by their national HQ or ISCA.

This may include:

- Escort officer report on the exchange (programme strengths, issues, suggestions)
- Completed ISCA Feedback Form (ISCA 5)
- Host country evaluation of visiting delegation

- Cadet journals or feedback forms (ISCA 6)
- Financial reconciliation if needed

Reflection and evaluation help improve future exchanges and provide valuable insight to national programs.

When visiting countries take these responsibilities seriously—preparing their cadets, supporting their officers, and working cooperatively with the host nation—they contribute to safe, meaningful, and memorable exchanges for all.

Part IV – International Liaison Officers (ILOs)

1. Purpose of the ILO Role

To ensure smooth communication and coordination between countries participating in the International Sea Cadet Exchange Programme (ISCE), each member nation is expected to designate at least one International Liaison Officer (ILO). This individual acts as the official point of contact for all matters related to exchanges—both incoming (hosting) and outgoing (visiting).

The ILO may be:

- A representative from the national headquarters
- A national exchange coordinator
- A designated volunteer or staff member with responsibility for international programs

Some countries may split this role into two people—one for hosting and one for visiting—but most assign a single individual who oversees all aspects of their nation's involvement in ISCE.

> Having a clearly identified ILO reduces confusion and delays, builds trust with international partners, and helps ensure exchanges are carried out professionally and safely.

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2. Key Responsibilities of the ILO

The ILO is responsible for the overall coordination, communication, and administration of exchange activities at the national level. Their duties include:

General Responsibilities

- Serve as the main point of contact for other countries' ILOs and for ISCA exchange matters
- Represent their country in planning and troubleshooting exchange matters throughout the year
- Attend or contribute to ISCA annual meetings and exchange planning conferences
- Maintain accurate records of past exchanges and contacts for continuity year to year

Outbound (Visiting) Exchanges

- Coordinate selection of cadets and escort officers
- Ensure all paperwork, passports, visas, and indemnity forms are complete
- Confirm the readiness of visiting delegations, including cultural preparation, expectations, and travel plans
- Provide clear instructions and briefings to escort officers before departure
- Remain available for emergency support during exchanges abroad
- Collect and archive reports from escort officers and cadets after exchanges

Inbound (Hosting) Exchanges

- Issue official invitations and coordinate with the ISCA schedule
- Communicate regularly with visiting countries and confirm arrival details, travel logistics, and emergency contacts
- Support host site staff and escort officers with cultural advice, expectations, and updates on visiting delegations
- Oversee or delegate risk management, program design, and logistics for incoming groups

- Collect feedback from both host staff and visiting delegations for future improvements

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3. Qualifications and Ideal Characteristics

An effective ILO should:

- Have a strong understanding of the ISCA exchange program and their own country's procedures
- Be detail-oriented, proactive, and responsive to communication
- Be culturally aware and diplomatic
- Be familiar with cadet training, international youth exchanges, and basic travel requirements
- Be able to navigate urgent situations calmly and communicate with clarity under pressure

ILO roles may be held by long-serving volunteers, youth program coordinators, training officers, or headquarters staff—what matters most is their reliability and consistency.

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4. Communication Best Practices

- All communication related to exchanges should go through the ILO. This prevents mixed messages or overlooked updates.
- ILOs should copy their headquarters on all official invitations and acceptances.
- Maintain written records (emails, timelines, forms) for all correspondence.
- Use shared documents or databases (where applicable) to track exchange activity.
- Be mindful of time zone differences and international holidays when expecting replies.

5. Annual Timeline for ILO Tasks (Sample)

Month	Inbound (Hosting) – When other countries are visiting you	Outbound (Visiting) – When your country is sending cadets abroad
October	Present proposed exchanges at the ISCA Annual Conference (tentative dates, location, contingent size)	Review invitations presented by other countries at the ISCA Annual Conference
October–November	Send “Save the Date” notices to potential invitees with preliminary details (dates, general location, expected contingent size) 📌 Coordinate with other ILOs to discuss which countries will be invited and expected participation	Post internal Save the Date to announce likely outbound exchanges and build interest
January–February	Send formal invitations to selected countries with confirmed dates, estimated cost, draft itinerary, and expectations. Only send invitations to countries with whom a mutual exchange agreement has been coordinated	Open application window for cadets and Escort Officers (EOs); publish eligibility criteria and deadlines
March	Receive acceptance responses from invited countries; begin planning around confirmed delegations	Begin reviewing EO and cadet applications; start interviews or selection process if needed

April	Share finalized itinerary, emergency contacts, cultural tips, and kit list with accepted countries	Complete selection of outbound cadets and EOs; notify families and begin pre-departure prep
April–May	Receive travel itineraries, passport/visa data, allergies, medical needs, and indemnity forms from visiting countries	Provide training and briefings to outbound EOs; prepare for travel and cultural expectations
May	Confirm all arrival logistics for inbound delegations, including airport pickup and housing arrangements	Finalize outbound travel bookings, document collection, and visa requirements
June–August	Execute the exchange: greet delegations, coordinate program delivery, monitor safety, and support host teams	Monitor outbound delegations during travel; serve as the emergency contact during their time abroad
August-September	Collect reports and feedback from host sites and visiting delegations; debrief and archive for future use	Collect cadet and EO reports; submit summaries to HQ and archive for institutional memory

Note: Southern Hemisphere nations may operate on a different seasonal calendar.

ILO-to-ILO coordination is essential during October–February to avoid confusion and ensure clarity around who is exchanging with whom. Due to funding limitations, not all

countries can be invited to every exchange, and not all invitations may be accepted. ILO coordination is key to ensuring smooth planning.

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6. Building Continuity and Institutional Memory

Because exchanges are annual, and often span decades of tradition, succession planning is critical. Nations should:

- Keep centralized records of past exchanges
- Train alternate ILOs or assistants to support future continuity
- Establish handover procedures if the ILO role is changing hands
- Encourage retiring ILOs to mentor their replacements

The ILO is more than a coordinator—they are a steward of international goodwill, safety, and opportunity.

Appendices

APPENDICES

Practical Tools and Templates

Appendix A – Host Resources

1. Host Country Responsibilities Checklist
2. Suggested Exchange Planning Timeline
3. Logistics Checklist for Hosts
4. What to Do in Case of Emergency – Hosts
5. Example Form 1 – Exchange Programme Registration
6. Example Form 2 – Indemnity and Waiver
7. Example Form 3 – Record of Incident / Emergency
8. Example Form 4 – Safety / Risk Management Plan
9. Example Form 5 – Exchange Feedback
10. Example Form 6 – Cadet Feedback

Appendix B – Visiting Country Resources

1. Note on Feedback Forms
2. Responsibilities for Visiting Country Headquarters, Escort Officers, and Cadets
3. Planning and Preparation Checklist for Visiting Countries
4. Quick-Reference Emergency Checklist – Visiting Nations
5. Example of Training for Exchange Officers
6. Example Form 7 – Cadet Acceptance Letter

Appendix C – ISCA Guide to Inter-Country Safety Criteria

1. Introduction
2. Safety Assessments
3. How to Handle Safety Issues
4. Information for Exchanges
5. Annex 1 – Safety Assessment Formats

APPENDIX A

Host Resources

Host Country Responsibilities Checklist

✅ Safe & Meaningful Programs

- Written safety/risk plan for all major activities
- Balance of seamanship, cultural visits, and social interaction
- All adults vetted per home country's child safeguarding policy
- No activities that risk cadet welfare

✅ Clear Division of Responsibilities

- State which costs are covered by host vs. visiting nation
- Clarify supervision roles: escort officers manage their cadets; host provides safe framework
- Share any special rules (e.g., military base rules, uniform standards)

✅ Communication & Timelines

- Share **save-the-date notice** at Annual Conference or at least 9 months ahead
- Issue official invitation with full details no later than 6 months ahead
- Provide regular updates and quick responses to questions
- Share full emergency contacts list (coordinator, host families, program staff)

✅ Required Documents & Information

- Send registration forms, waivers, and consent forms early
- Set and enforce document return deadlines
- Inform visitors about visa/passport/permit needs
- Collect and securely share medical & dietary requirements

✅ Cultural Guidance ("Do's & Don'ts")

- Prepare a briefing on etiquette, laws, and local customs
- Note differences in dress expectations, religious practices, and behavior
- Explain rules for alcohol, tobacco, photos, and public conduct
- Encourage respect for hosts and openness to new experiences

Suggested Exchange Planning Timeline

- **Annual Conference / 9 months before** – Host issues **save-the-date notice**
- **6 months before** – Host issues **official invitation** with confirmed details
- **5 months before** – Visiting countries confirm participation
- **4–5 months before** – Visiting countries select cadets and escort officers
- **3 months before** - Visiting countries provide names of participants to host nation
- **1 month before** – All documents (medical, consent, registration, waivers) submitted to host
- **1 month before** – Visiting countries confirm travel arrangements with hos
- **2–3 weeks before** – Host sends final program, kit list, and emergency contact list

Logistics Checklist for Hosts

Accommodation and Facilities

- Secure housing with male/female cadets separated and staff housed nearby.
- Provide clean bathrooms, showers, and laundry facilities.
- Brief cadets and escort officers on house rules, quiet hours, and restricted areas.

Transport and Travel Coordination

- Arrange safe transport for airport transfers, daily activities, and excursions.
- Use licensed drivers and vehicles that meet local safety standards.
- Allow extra time for group travel in airports and busy areas.
- Share a written transport plan and contacts with escort officers.

Emergency Contacts and Communication Systems

- Provide a written list of emergency contacts: coordinator, programme director, accommodation staff, and local services.
- Ensure escort officers have working mobile numbers with 24/7 access.
- Establish a daily communication system (messaging app or check-in).
- Share appropriate emergency contacts with parents and home HQ.

Insurance and Liability Considerations

- Confirm what insurance coverage is provided by the host and what visiting nations must arrange.
- Collect signed indemnity/waiver forms (e.g., ISCA Form 2) for under-age cadets.
- Remind visiting nations they are responsible for medical costs and should bring emergency funds.
- Clearly explain liability limits and confirm all participants are covered before arrival.

What to Do in Case of Emergency – Hosts

1. **Stay Calm and Take Charge**
    - Reassure cadets and keep them safe.
    - Do not panic or allow confusion.

2. **Ensure Immediate Safety**
    - Move cadets away from danger.
    - Provide first aid if you are trained.
    - Call local emergency services right away if needed.

3. **Inform the Right People**
    - Tell the escort officer of the cadet(s) involved.
    - Contact the exchange coordinator and host HQ immediately.
    - Follow the agreed process for informing the visiting nation's HQ and parents.

4. **Keep a Written Record**
    - Note the time, place, names of people involved, and what happened.
    - Write down what actions you took and who you contacted.
    - Keep updating this record until the situation is resolved.

5. **Handle Special Situations**

    - **Lost Cadet:** Start a search at once, inform escort officers, and follow the buddy system rules.
    - **National/Local Emergency:** Follow directions from local authorities, keep cadets indoors or away from danger, and update escort officers and HQ often.
    - **Media Attention:** Do not let cadets or escort officers give interviews. Direct all media questions to the host commanding officer.

6. **After the Emergency**

    - Check on the welfare of all cadets and escort officers.
    - Share a full written report with visiting nations and ISCA as soon as possible.

Quick-Reference Return to Unit (Early Return) Checklist

(For Escort Officers, Host Officers, Headquarters, and ILOs)

Use this checklist if a **cadet or escort officer** must leave the exchange before the scheduled end date for any reason, including illness, injury, family emergency, or disciplinary issue.

Step 1 – Assess and Stabilize

☐ Ensure the cadet/officer is safe and supervised.
☐ Determine the reason for early return (medical, disciplinary, family, or other).
☐ Escort Officer (EO) immediately notifies:
- Host Exchange Coordinator
- Visiting Country Headquarters (HQ) or International Liaison Officer (ILO)

☐ Begin a written incident record (date, time, people involved, summary).
☐ Provide any necessary first aid or medical attention.

Step 2 – Coordinate and Authorize

☐ HQ reviews details and **approves** or denies early return.
☐ Parents/guardians notified by HQ; written consent for travel changes obtained.
☐ ILO confirms communication between both nations and documents agreement.
☐ Host and EO agree on next steps and timeline for departure.
☐ If disciplinary: confirm the Host Nation has a valid, documented reason and that facts were fairly reviewed with the Visiting EO.

Step 3 – Documentation

☐ Gather all relevant documents before departure:
- Example Form 3 – Record of Incident/Emergency
- Written notes, witness statements, or disciplinary reports
- Travel authorizations or medical documentation

☐ EO ensures all documents are signed and shared with Host HQ, Visiting HQ, and ILO before

departure.
☐ Keep copies for national records.

Step 4 – Travel and Supervision

☐ Confirm travel itinerary and escort arrangements.
☐ Verify passport, tickets, and baggage are ready.
☐ Host assists with safe transport to airport or station.
☐ Host is **not required** to continue supervision once the cadet/officer departs the exchange.
☐ Costs for travel, rebooking, or accommodation are paid by the cadet and/or visiting nation.

Step 5 – Reporting and Follow-Up

☐ EO submits Early Return Summary (RTU Report) to HQ within 7 days.
☐ HQ confirms safe arrival home and files all records.
☐ ILO ensures both countries receive complete documentation.
☐ If appropriate, ISCA Secretariat is notified through the ILO network.
☐ HQ debriefs cadet/officer and family; provides support if needed.
☐ Lessons learned shared with national exchange staff and ISCA.

Key Points to Remember

- Host Nations **may require** a participant's early return if rules are violated, health or behavior creates a burden, or safety is compromised.

- Hosts must document valid reasons, but visiting nations are responsible for the participant's welfare and all costs once the decision is made.

- Handle all RTUs **professionally and respectfully** to preserve positive relationships between member countries.

Related Forms & References

- Example Form 3 – Record of Incident/Emergency
- Example Form 2 – Indemnity and Waiver
- Return to Unit (Early Return) policy section – Part III, *For Visiting Countries*

Example Form 1: EXCHANGE PROGRAMME REGISTRATION

[Hosting Country and Dates]

Please Print Clearly

Organisation:

_____

_____

Participant's Full Names:

_____

_____

_____

Name; Mr/Mrs:

_____

_____

_____

Rank/Position:

_____

_____

_____

Date of Birth:

_____

Occupation:

_____

_____

Passport No:

_____

Blood Group: _____

Size: _____ (Height/Weight)

Home Address:

_____

Contact Person Name, Address and Telephone No. In Case of Emergency:

Name:

Relationship:

Address & Phone Nos:

Allergies/Medication/Health problems:

Signature of Cadet/Escort Officer:

Date:

Parent/Guardian Consent for participant under age of 18 years: I give my consent for my son/daughter to join the above Exchange Programme. I shall be fully responsible for all the expenses so incurred (airfares, medical and accident insurance, passport etc) and have completed Form ISCA 2 - Indemnity & Waiver.

Signature of Parent/Guardian

Date:

Return Address:

Return Date:

Example Form 2: INDEMNITY AND WAIVER FORM

_____[Staff or Cadet Unit Name]

I, the undersigned _____[Parent's Full Name], legal parent /guardian of

_____[Cadet's Full Name], born on the _____ day of _____ 20____

having, as I do hereby agree and grant that he/she be, from time to time, afforded and permitted to obtain sea training and permission to be on board any ships, vessels, or craft of the Hosting Country Navy and of the Hosting Navy Cadet Organization, or any other vessels, or craft and to obtain instruction at Hosting Navy Cadet camps, courses and parades, including transport by Hosting Country Defence Force vehicles, or any other vehicles to or from or during such camps, courses and parades, do hereby indemnify the Hosting Country Government and all its Departments and Officers, the Hosting Country Navy Organisation, all and any of its Officers and/or Instructors, any Foreign Governments, its Departments and Officers, and/or any civilian shipping line and its Officers from and in respect of all claims, demands, loss or damage which in my said capacity or individual capacity of the said minor may have or sustain in consequence of or arising out of the presence of the said minor at any time on board of, in or about any such ship, vessel, craft or at Hosting Navy Cadet Organisation camps, courses and parades howsoever.

I hereby further authorize the Escort Officer of my son's/daughter's Sea Cadet Corps/Organisation or any Officer of the Hosting Navy Cadet Organisation or any person authorized by such Officer to act "*in loco parentis*" during any activities of the Hosting Navy Cadet Organisation or transportation to and from such activities, and give my consent required by hospital or medical authorities in respect of medical attention that may be deemed necessary. I further waive any claim against any such Officer, or appointee, that the Hosting Navy Cadet Organisation, or the Hosting Country's Defence Force may appoint, for any loss, damage or injury to his/her person arising from any reason whatsoever during such activities or travelling.

Dated at _____this _____ day of _____ 20_____

Witness .

_____ [signature]

_____ [name]

_____ [address]

Parent/Guardian

Example Form 3:RECORD OF INCIDENT/EMERGENCY

Exchange Officer's Name

……

Country Visiting

……

Date of Incident/Emergency

……

Time of Incident/Emergency

……

What happened?

……

……

……

……

Location of Incident/Emergency

……

Who is involved?

……

Call emergency services (if required)

……

Informed your host?

……

Called home per your own country's procedure?

……

Date & time called

…..……

Name of home contact you spoke to

……

Record all additional information

…….....

……...

…….....

Signed (by Exchange Officer) Date

…….……..……..…….……

Always follow your home country´s procedure for contacting a cadet´s parent/guardian.

Example Form 4: SAFETY/RISK MANAGEMENT PLAN

ACTIVITY OFFICER In CHARGE (OIC) *Name* *Contact Number*	**SAFETY SUPERVISOR** *Name* *Contact Number*	**MEDICAL SUPERVISOR** *Name* *Contact Number*	**TRANSPORT COORDINATOR** *Name* *Contact Number*

EMERGENCY / MEDICAL PLAN		
Emergency Service	***Procedure to Access Service***	***Contact Number***
Hospital	OIC to ensure access to and from hospital is provided-contact numbers, transport Escort Officer to contact their countries Liaison Officer/Supervisor to ensure Next of Kin are advised All medical expenses incurred for treatment are responsibility of Cadet's/Staff's home country. Some Travel Insurance providers do not make direct payment to Hospitals for treatment and this should be checked prior to leaving on Exchange.	

Medical Centre/Doctor	OIC to ensure access to and from medical centre is provided. All medical expenses incurred for treatment are responsibility of Cadet's/Staff's home country. Check travel Insurance as to how payment / claim for payment is to be made.	
Emergency Services **Police** **Fire**	All staff and cadets are to ensure they have an understanding of what Emergency procedures are in place for evacuations, systems/alarms to alert an emergency and contact procedures and numbers for the Exchange group and Emergency services.	
Emergency Return to Next of Kin	Personnel may need to return home due to medical or behavior issue; or family emergency. Cost of changes to flights and transport will be the responsibility of the cadets´ staff organization.	

Phase **SECURITY & SAFETY**	**Risk Assessment**		
Hazard Process, environment, equipment, people	**Risk**	**Control measure(s)**	**Member responsible**
Security / Safety issue	Increased likelihood of aggression /threat Inappropriate contact from members of the public - Abuse / Harassment / Assault	When in public cadets are to stay in groups with mobile contact and staff in close proximity Follow direction from authority and be aware of security warnings. Staff and Cadets to be vigilant and report any unusual activity. Instruction by Staff on reporting any unwelcome contact Daily briefing to include or clarify next day's activity and highlight any additional security measures that may be required; departure times. ALL members are to carry contact phone numbers & briefed on how to seek assistance/phone access Uniform to be worn in special circumstances in public places, and not when travelling in public. If a concern is raised re protests, OIC is to make contact with local police to determine the risk. Activity will cease in a controlled manner until the safety of the members can be assured as per the instructions from police.	OIC All staff
Supervision of Cadets at Activity/Venue	Member missing or member strayed from group Loss of contact in an emergency Miss a flight/bus transport	ALL members to be briefed on arrival at each location of the emergency procedures – who and how to contact. Advise location of safety exits and emergency muster points All cadets briefed on behaviour requirements Head counts pre and post – meals, activity, bus transport, and lights out	Safety Officer/OIC

	Inappropriate behavior		
First Aid / emergency response	Serious injury	Staff trained in First Aid and have to access to first aid equipment	Medical Officer
Weather changes (i.e. storms, snow, hail, cold front, etc.)	Group stranded Dehydration	Check weather report prior to event and monitor weather changes Safe environment-location of 'safe' area identified for muster in event of inclement weather Advise group of clothing appropriate to the climate	Safety Officer
Accommodation.	Unisex heads - toilets/showers Location of male/female quarters/facilities Security	Clear separation of male & female Cadet accommodation Staff accommodation within close proximity to Cadets for safety & security of all personnel; Safety brief and indication of no go areas, high risk areas and boundaries; emergency procedures & process of informing Staff of any issues of concern;	OIC

Phase
PERSONAL HEALTH & MEDICAL ISSUES

Risk Assessment

Hazard Process, environment, equipment, people	**Risk**	**Control measure(s)**	**Member responsible**
Accident and emergencies during event. **Member unwell** **Unfamiliar and uneven surfaces Steps, slippery surfaces, uneven ground**	Emergency Evacuation Personal injury as a result of activity. -Tripping, falling, sprains, broken bones -Bites and stings Illness – Dehydration; Fainting; nausea Fatigue Allergic Reaction / Anaphylaxis	Inspect venue for hazards and brief group Safety brief prior to activity commencement, clearly defining hazards, no go areas, location of safety equipment, facility location, first aid kit, Next of Kin contacts available and emergency procedures//muster point; Mobile phone access First Aid Kit to be on hand. Staff briefed on activity/routine Identify cadet and staff allergies; supervise meal areas / canteens and outside where possible to minimise exposure to known allergies.	Safety Officer/OIC All staff
Supplied prescription medication	Illness	All cadets to be in possession of any medication they require to self-medicate i.e. Ventolin First Aid Officer to be in possession of all other medications required by cadets and monitor use All prescription medication to be in Webster packs or original packaging Ensure all medication required is listed on Next of Kin document	All staff

Special Dietary Requirements causing health or religious impacts	Required diet not able to be given Religious considerations not respected	Staff to be briefed on specific requirements Members with requirements to take responsibility for keeping all informed of their situation	All staff

Phase
WATER BASED ACTIVITIES
Swimming, Boating, Ship/Sea Rides

Risk Assessment

Hazard Process, environment, equipment, people	**Risk**	**Control measure(s)**	**Member responsible**
Inability to swim	Injury Drowning	All cadets and staff must have passed swim test or are identified so that safety equipment can be supplied	**OIC**
Lifting of equipment	Back injury Strained muscle Soft tissue damage	Instruct all personnel in correct lifting procedures. Supervision	Safety Officer
Changes to Weather conditions **Rough Seas**	Damage to equipment Personal injury Capsize & Man over board Drowning	Safety Staff to monitor weather from weather services and monitor weather changes Ensure personnel know where and how to use Safety equipment Safety briefing to identify location for muster	Safety Officer

Equipment operations	Injuries from misuse or craft hitting body Damage to craft	Briefing to identify hazards; safe use of equipment; area of operation and boundaries; Safety roles and responsibilities of staff including those responsible for supervision of the activity; Reminder that anyone can Stop the activity if they see a hazard developing or an accident occurs, including what to do if you hear it. Ensure qualified staff are on hand to supervise the activity	Safety Officer
Risk of contact with sea life	Drowning Poisoning Potential for serious injury or loss of life	● Safety briefings ● All members to remain vigilant whilst in the water	Safety Officer

Phase
TRANSPORT

Risk Assessment

Hazard Process, environment, equipment, people	**Risk**	**Control measure(s)**	**Member responsible**
Adverse Environmental Conditions	Driving during a heat wave, high winds, snow, sleet or other wet conditions.	Make allowances for the unfavorable effects of weather conditions by allowing for extra time Drive to meet the current weather conditions	Drivers
Vehicle involved in a motor vehicle accident or breakdown	Personnel struck by other vehicles whilst exiting the vehicle. Failure of safety devices	Evacuate only if it is unsafe to remain in vehicle Identify a safe place away from traffic before exiting Ensure all passengers wear safety belts and all cargo is properly secured.	All staff
Aircraft Flights	Missed flight Missing bags	Briefing prior to flights of who to contact if there are delays, cancelled or missed flights Ensure all baggage is marked with name and checked in correctly	Internationals & some Host staff & cadets

Example Form 5: ISCA EXCHANGE FEEDBACK

COUNTRY VISITED: DATES:
NAME / RANK: COUNTRY:

ENJOYMENT LEVEL: (Place check in box)	5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐
WHAT WERE THE BEST ASPECTS?	
WHAT WERE THE WORST ASPECTS?	
WHAT DO YOU FEEL YOU HAVE ACHIEVED DURING THE EXCHANGE?	
ANY OTHER COMMENTS? Host Exchange Officer(s) Briefing/Updates/Communication Tours/Visits Housing/Laundry/Toilet facilities Meals Overall Comments	

Example Form 6: CADET FEEDBACK FORM

Introduction

The exchanges are for the cadets. Therefore, their experiences are of utmost importance for the development of exchanges in a positive direction.
The cadets' completed surveys should be included in the final report as appendices. The survey can of course be adapted by the host (or visiting nation) in order to fit the current exchange and nation.
A feedback of an exchange can consist of the following:

General

- What has been good?
- What has been less good?
- What expectation did you have before the exchange?
- Did the exchange correspond to your expectations?
- Should we continue to have exchanges with this nation?

Preparations

- How should future cadets prepare for the exchange?
- Which information did you miss before the exchange? Motivate.
- Which information would you give to future cadets?
- Which private things is good to bring?
- How much spending money is good to bring?
- During the exchange
- How was the program
- How was the information about events and changes, etc.?
- How did you find excursions and visits?
- How did you find camps, sanitary facilities, etc.?
- How did you find the food?
- Do you think the security and safety has been enough during the programme items?
- How did you find the host nation´s escort officer?
- How did you find the contacts with the other nations´ escort officers?
- How did you find the contacts with other nations´ cadets?
- What would you like to change in the exchange?

After the exchange

- What are the most important key lessons from the exchange?
- Have you had the support you needed in various respect during the exchange?
- How many future contacts have you got?
- How did you spread knowledge about your own organization?
- How important do you think it is with this kind of exchanges?
- What would you say to someone who is offered to go next year?
- Which are your advices to those in a similar exchange next year?
- What do you think next year's exchange officer should change?

- Would you be willing to be an exchange officer to this nation in the future?

APPENDIX B

Visiting Country Resources

Note on Feedback Forms:

Exchange Feedback and Cadet Feedback (Example Forms 5 & 6) are provided by the **host nation** at or after the exchange. Visiting escort officers and cadets complete these forms to provide evaluation and comments on the programme.

Copies of the blank forms can be viewed in **Appendix A**.

Responsibilities for Visiting Country

Headquarters (Sending Nation)

- Select cadets and escort officers fairly.
- Conduct background and safeguarding checks.
- Brief escort officers and cadets before travel.
- Ensure travel documents, insurance, and emergency contacts are complete.
- Provide funding guidance and emergency support contacts.

Escort Officers (Exchange Officers)

- Prepare cadets and families before departure.
- Supervise cadets 24/7 during travel and exchange.
- Communicate promptly with host staff and home HQ.
- Model professional conduct and uphold discipline.
- Complete post-exchange report and feedback forms.

Visiting Cadets

- Follow rules and instructions of both host and escort officers.
- Represent their country with pride and respect.
- Stay in assigned groups and adhere to curfews.
- Participate fully in all scheduled activities.
- Treat others with respect and openness.

Planning and Preparation Checklist for Visiting Countries

Timeline	Action Item	Responsible Party	Notes
0–1 week after invitation	Confirm intent to participate and estimated number of delegates (cadets + EOs)	HQ / ILO	Respond to official invitation.
	Notify cadets and volunteers about the opportunity	HQ / ILO	Launch national interest or application process.
4–5 months before	Select cadets and Escort Officers	HQ / Selection Panel	Follow national selection criteria; ensure fair process.
	Confirm Escort Officer meets screening and safeguarding requirements	HQ	Include background checks and child protection certifications.
	Start cultural preparation and information sharing	EO / HQ	Begin briefing families and cadets on expectations.
3 months before	Book travel (airfare, train, etc.)	HQ / EO	Apply for visas if needed. Coordinate group travel where possible.
	Begin passport check: valid 6+ months beyond return	EO	Collect copies of all passports.
2 months before	Provide packing guidance, uniform and kit list to families	EO	Based on Joining Instructions from host nation.
	Begin collection of medical info, allergies, prescriptions	EO / HQ	Use ISCA Form 1 and relevant national forms.
	Confirm travel/health insurance coverage for all travelers	HQ / EO	Ensure policy covers international medical care.
1 month before	Submit required forms to host nation	EO / HQ	ISCA 1 (Registration), ISCA 2 (Indemnity), travel, insurance, medical info.
	Finalize travel itinerary and share with host nation	EO / HQ	Include arrival times, flight numbers, emergency contacts.

2–3 weeks before	Hold national pre-departure briefing with cadets, parents, and EOs	EO / HQ	Include behavior expectations, emergency contacts, currency, safety rules.
	Confirm cadet kits meet uniform and cultural expectations	EO	Review prohibited items (weapons, aerosols, political gear).
Final week	Print and carry: travel folder with copies of all documentation	EO	Include: passports, visas, insurance, itinerary, contacts, health info.
	Distribute small exchange items (pins, patches, etc.) to cadets	EO	Optional but encouraged for building camaraderie.
	Confirm escort officer has 24/7 contact access to HQ and host	EO / HQ	Include WhatsApp, phone, email, etc.
Upon Arrival	Notify HQ that group has arrived safely	EO	Confirm with home country HQ immediately after arrival.

Quick-Reference Emergency Checklist – Visiting Nations

- Stay calm and take charge of your delegation.
- Ensure cadet safety first. Move them to a safe area.
- Contact the host officer or exchange coordinator immediately.
- Contact your national HQ as soon as possible.
- If medical attention is needed:
    - Call local emergency services (use host's procedure).
    - Notify HQ and cadet's parents via proper channels.
- Record all details: time, names, witnesses, actions.
- Do not speak to media; direct inquiries to host commanding officer.
- File an Incident/Emergency Report (Example Form 3) within 24 hours.

Example of Training for Exchange Officers

In order to ensure the quality of your exchange officers and ensure a cohesive team, you may want to start some kind of education. The following is are suggested ideas used by one member organisation of ISCA:

Topics

- International Exchange Programme and ISCA
- Roles and Responsibilities of Personnel
- Planning & Preparation
- Traveling Abroad (Safety and security)
- Role of a Consulate in a foreign country (Consul General)
- Travel Arrangements
- Customs & Immigration
- Public Relations & Media – Releases and Photos
- Welcoming your Cadets & Parents to the International Exchange Program
- Contacting your Cadets – What to say and do
- Communication during exchanges
- Workshop Scenarios
- Wrap up and Discussion

Worth considering concerning planning & preparation

- Information from Host Country.
- Forms, documents, releases.
- Currency.
- Methods of communication.
- Contacts directly with previous exchange officers.
- “Kit list”, gifts and packing tips.

Worth considering concerning travel topics

- Packing.
- Rendezvous with cadets.
- Security/customs process.
- Airports & flights….Check in process…..Getting separated etc.
- Overseas airline travel.
- Time zones and surviving jet lag.
- Arrival at Host Country.
- Electrical power.

Other topics worth considering

- Paperwork.
- Social Media & Photography including what to do and what not to do.
- Overview of the own country´s Corps…Mission, history, organization etc.
- Culture & Traditions of Host Country.

Worth considering during participation

- Responsibilities as a guest officer.
- Cadet participation.
- Meetings.
- Photographs & Journals.

Example Form 7: CADET ACCEPTANCE LETTER

Dear Cadet …….:

Ref: INTERNATIONAL EXCHANGE TO (insert exchange country and dates)

Hello and congratulations on your selection to the international exchange to (insert country) this year. Many cadets from across the country have applied for this trip, and you have been selected. Your unit commanding officer(s) have recommended you as an ambassador for this trip. You may be getting a letter in the mail sometime this week from headquarters to confirm this.

My name is (insert your rank and name) and I am the (insert your position in the Sea Cadets or other organisations). I also have applied and been accepted on this trip as your exchange officer. I will be your single point of contact for all aspects of our international exchange and visit to (insert visiting nation).

There will be a total of (insert total number of) cadets from across the country along with us on this exchange, where we will be meeting cadets from other countries in (insert Host country) from (insert other countries attending the exchange). This is where our adventure will begin in (insert host nation).

You will need to make sure that your passport is valid for at least six months after returning home and make sure you have a valid photo ID/ and carry it with you throughout your exchange. Speak to your commanding officer immediately if you have not applied for a card or don't have any form of ID with a photograph.

I will contact you and your fellow cadets by phone once you have received your letters from headquarters. Here are a couple of items that you should be working on until then:

- Please inform the persons it may concern, e.g. your commanding officer that you have been accepted on this prestigious exchange and that you have been contacted by your escort officer.
- Check with the airlines for size and weight requirements. You may be limited to a certain number of bags.
- Souvenirs from your unit and / or your local town to trade with other cadets from around the world including (insert countries attending the exchange). I.e. cap tallies, pin badges, post cards, cadet badges, pens etc. (just remember that you will be restricted on luggage weight, so it's best to buy light-weight /small items).

If you have any concerns or questions, please feel free to call me direct on my mobile/cell phone. Looking forward to a great exchange and speaking to you soon.

Yours, (Insert your name) (Insert your rank)
Escort Officer

cc. Unit Commanding Officers, headquarters

APPENDIX C

ISCA GUIDE TO INTER-COUNTRY SAFETY CRITERIA

ISCA GUIDE to Inter-Country Safety Criteria

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INTRODUCTION

At the 2017 ISCA Conference the subject was discussed on how to ensure the physical safety of our cadets at home and on exchange. There are general activities all countries will carry out but also location restricted activities. All sea cadets will have experienced swimming, rowing and sailing but if you do not have mountains in your direct environs the cadets will probably not be familiar with mountain climbing and abseiling. Some countries practice gun shooting while others will not or may even forbid this activity.

Every activity of the cadets will be covered by safety rules and safety assessments. Safety assessments may differ from country to country. Required safety devices may also differ from country to country.

It is the realm of each individual country to assure all necessary safety procedures for the evolutions in which sea cadets are employed are in place and adhered to.

As it is the realm of each individual country, this document will not state minimal safety requirements as a summarisation of minimal requirements leads to a maximum and possible conflicting requirements. Therefor this document gives procedural ways for countries to assess in case of exchange whether safety issues are mutually sufficient and how to act if a discussion is encountered.

SAFETY ASSESSMENTS

Introduction

All activities and or evolutions are or will have to be assessed according to local law and rules. These assessments will lead to precautionary measures laid down in local orders to cadets. Officers in charge of such activities or evolutions should be aware of all safety precautions and should be in positive control of such matters.

An example of such an assessment is added in Annex 1 to this document as used by our Australian friends.

Safety devices

Next to local orders to cadets on safety issues the assessments may imply the use of safety devices.

The safety devices will be specific to is use in various evolutions, such as floating devices for all water bound activities, ropes and clamps and hooks for climbing, proper shoes for hiking, and ear protection at the shooting range.

Host countries shall provide all visiting cadets with the safety devices according to the activities and evolutions during the exchange as applicable in the host nation.

All safety devices shall be of a proper standard and if applicable shall carry a guarantee quality mark as for instance a CE marking or a UL marking or any equivalent marking.

HOW TO HANDLE SAFETY ISSUES

Introduction

Each visiting nation has the right to ensure that all safety procedures for their cadets on exchange coincide with their own safety procedures. Host countries shall thereto grant visiting countries access to their orders on safety procedures. This does not include all safety assessments as such, but the concluding safety procedures.

Comparison of safety regulations on exchanges

The visiting nation will judge the safety procedures of the host nation in the light of their national requirements. This comparison can lead to three results:

1. Safety procedures of host nation are predominantly to the same scale
2. Safety procedures of host nation are more stringent
3. Safety procedures of host nation are more lenient

Same requirements as host nation

If the safety requirements of both the visiting and host nation are predominantly the same, no special measures must be taken. The host nation will provide visiting sea cadets with adequate safety devices.

More stringent requirements of host nation

Host country safety procedures will have to be followed. The escort officer will explain to his cadets the difference in approach to these safety issues and that host nation rules are to be followed. All directions of host nation officials in the evolution shall be followed to the letter. The host nation will provide visiting sea cadets with adequate safety devices.

More lenient requirements of host nation

The visiting nation may choose to follow the host nation rules. However, the visiting nation can also maintain its own safety precautions. In this case the visiting nation shall provide their own additional safety devices. The host nation shall be informed of the modified safety precautions for these specific cadets. The officer in charge of the activity shall be informed on the more stringent precautions the visiting cadets have to follow. The escort officer is responsible for the execution of the more stringent safety measures by his own cadets. The escort officer is also responsible for the quality of the brought safety devices. The host nation will provide visiting sea cadets with locally required, adequate safety devices.

Responsibilities

The host nation is ultimately responsible for the execution of events and evolutions. All safety precautions as laid down by the host nation shall be adhered to.

The escort officer of visiting cadets is responsible for the judging of the safety precautions of the host nation against their own safety precautions. If applicable, the escort officer is responsible for the execution of the more stringent safety measures by his or her own cadets.

INFORMATION FOR EXCHANGES

How to handle no-go activities

After careful study of all activities offered on exchange, a visiting nation may decide that certain activities are not suitable for their cadets. An example of such activities could be live firing of weapons.

The exchange officer will inform the host nation at the moment of accepting the invitation to the exchange, that his or her cadets will be exempted for specified activities. If at all possible, the host nation will provide alternative activities.

Exchange officers will explain the exemption to their cadets and see to it that the exemption is followed through.

Annex 1 Safety assessment formats

In this Annex a variety of safety assessment forms and standard operating procedures are shown as used by the Australian Sea Cadet evolutions.

Each country may use its own procedure to come to standard safety operating procedures.



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-Staff Sailing & Instr





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6.07.A - SRA Power Template ARA - Low Risk Ver5 dated 17





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Boating.doc Risk Ver5 dated 17 Update JAN 2016.do