



# iJET Special Report: Evacuation Planning March 2003

## CONFIDENTIAL

This Special Report was created to provide iJET's clients and travel professionals with the most comprehensive and up to date information to help them prepare for evacuation.

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# Evacuation Planning

Excerpt from "OSAC Emergency Planning for Businesses Overseas" with iJET Worldcue Risk Management System Annotations ([iJET updates in blue](#)). For the full-text of this document (without iJET updates) go to: [www.TravelRiskCenter.com](http://www.TravelRiskCenter.com) or [www.ds-osac.org](http://www.ds-osac.org).

## General

An **evacuation plan** is designed to cope with those situations that could require an evacuation of private sector expatriate employees and/or their dependents, which removes them from the specific and/or general source of risk or threat, to an out-of-country location. It outlines procedures to ensure an orderly, safe, and expeditious evacuation of expatriate employees and their dependents.

There are circumstances in which it is obvious that a U.S. corporation operating abroad must consider sending employees and dependents out, such as times of serious terrorist threat, insurrection, or other civil disorder or when a natural disaster or other event poses serious hazard to their safety or so overburdens the country's ability to protect, feed, and house its citizens that departure is the best course of action.

Occasionally, there are other signs of hazard, such as gradual, almost imperceptible decline in services, shortages in goods or services, capital flight, increased government travel restrictions, decreased internal security, and declines in the attitudes of established contacts. Country managers should be alert to these changes and continuously evaluate the local conditions for signs of deterioration so that they can consider a gradual and orderly evacuation.

If the U.S. Government were to sponsor an evacuation of Americans from a given country, it would be coordinated and controlled by the U.S. Department of State. It is noted that the Chief of Mission of the U.S. Embassy cannot order private American citizens to depart, but must inform them of impending danger and may offer evacuation assistance from the U.S. Government when necessary. **However, it is also considered prudent for companies operating overseas to develop evacuation plans.** Evacuation should only occur when authorized by the company senior manager in country, or appropriate headquarters manager. **Any evacuation ordered by a company senior manager should be coordinated with the Chief of Mission of the U.S. Embassy.** Past experience indicates that both companies and employees in foreign locations show a reluctance to develop, maintain, or implement evacuation plans. This reluctance stems from a false sense of security developed through the absence of personal threats and the lack of access to uncensored news reports.

The fundamental factors in conducting a safe and efficient evacuation in a destabilized overseas environment are thorough prior planning, continuous and comprehensive analysis of potential security threats, and timely decision making concerning the evacuation itself. Effective management of these factors should facilitate the evacuation process of expatriates in a timely and orderly fashion.

**The iJET Worldcue® Risk Management System provides an enterprise wide, integration solution to acquiring, maintaining and managing the information required to:**

- **Continuously monitor threats in real-time through iJET's 24X7 Intelligence Watch Operation.**
- **Immediate access to a reporting of travelers and expatriates in country or enroute through Employee Locator.**
- **All members of the CMT and EEC (i.e., Local Management, Security, HR, Travel, Medical, etc.) have access to a consistent database updated in real-time.**

- **Real-time, push communications via e-mail, cell phone (text SMS), satellite phone (text SMS) and PDA of proprietary information and orders. Optional notification through voice communications through WorldcueENS.**
- **Personal web site for employees to maintain up-to-date contact information and emergency contact information.**

## Organization

An evacuation organization is comprised of in-country management that is responsible for making evacuation decisions on the scene and communicating them to the remainder of the employee contingent. The senior manager is usually assisted by an Expatriate Evacuation Committee (EEC).

The purpose of the EEC is to refine, tailor, and coordinate the evacuation plan to ensure that it is functional. The EEC coordinates implementation of the plan. Liaison and coordination between the EEC and the local or corporate crisis management team, if one exists, should be required. If a local CMT exists the EEC should function within the overall framework or the CMT.

The EEC should meet on a semiannual basis to review current events and trends and to assess the next 6-month period. The evacuation plan should be reviewed at these intervals, and minutes of the meetings should be prepared and maintained on file. A deteriorating political climate would indicate more frequent meetings.

**Contact information for the CMT and EEC can be maintained in the Worldcue Risk Management System for ready access and consistent maintenance.**

## Preplanning

- Employees and their families should register with the appropriate U.S. diplomatic post, i.e. embassy or consulate, or if none is present in the host country, with the embassy's representative. The company should maintain a copy or database of the registration information.

**This employee profile information can be maintained in the Worldcue Risk Management System. The system is pre-populated through either the travel itinerary or from an employee database load (i.e., PeopleSoft, SAP, file, etc.). Each employee has access to a personal web site to update this profile information and report any changes to the company. One interface, one update and everyone has access to the most current information.**

- The EEC should maintain liaison with the U.S. Embassy or Consulate, as applicable, and the American private sector mini-council, sponsored by the Overseas Security Advisory Council, if it exists in that area.
- Evacuation plans should be communicated to employees, and a test of the employee notification system should be conducted periodically.

**You can use the Worldcue Risk Management System Employee Locator to identify the list of employees to be notified. Within the system, you can create a proprietary message and send it to the selected list. The system will automatically retrieve the current employee profiles and determine the relevant contact information and send the message via multi-modal communications media. Employees can verify receipt by electronically replying to the message or calling the corporate hotline or iJET24 Response Center.**

- The EEC should determine that adequate information and personnel files are available.

**With the Worldcue System, the EEC has immediate access to the most up to date information on who is in the location (i.e., travelers and expatriates) and their full profiles.**

- If appropriate, local staging areas and embarkation points for assembly of personnel and their families should be identified. Preliminary security plans for the sites should be developed. **As a general rule, it is preferable to assemble evacuees at a secure staging location other than the embarkation point and then to move them to embarkation points in groups, sized to the transport capacity and on a schedule calculated to minimize the exposure of evacuees and the means of transport at the embarkation point.**
- The EEC should be in contact with representatives of other companies so that rumors of evacuations can be verified.

**By communicating with the iJET24 Response Center, the company or EEC can get the most up to date information on what other companies, NGOs and governmental organizations are doing.**

- Primary and alternate modes of travel should be identified. Contacts and commitments from carriers and agents should be maintained. Preliminary arrangements should be made to have local nationals available to drive to and translate at airports, roadblocks, checkpoints, etc.
- The EEC should consider an agreement with other multinational companies in the area to assist one another in evacuation and should also consolidate the use of transportation equipment.

**The iJET24 Response Center can help coordinate the sharing of resources between client companies in the location.**

- The EEC should distribute copies of the evacuation plan (only necessary portions) to employees.
- The EEC should designate authorized persons to issue return-to-work instructions.
- In the event of any emergency, personnel should be directed to stay away from the area of trouble or potential trouble and to advise all other personnel accordingly. During major disturbances, all personnel should be advised to return to their living quarters and to remain there until they receive further advice.

**The communications feature of the Worldcue Risk Management System can be used to keep employee informed of the current situation and instructions. All messaging is logged for historical records for after action review.**

- No personnel should be allowed unilaterally to attempt either to travel internally or to leave the country without authorization and direction.
- The success of evacuating personnel is enhanced greatly by having advance warning so that most personnel can be withdrawn by commercial airline. The time required and the procedures necessary to obtain exit visas should be determined.

**By monitoring the 24X7, real-time Travel Intelligence® provided by iJET, the EEC, corporate management and employees can be kept informed of the current situation and be provided advanced warning of the need to evacuate the location.**

- Local laws should be observed at all times unless the situation results in a total breakdown of authority.

**The iJET Travel Intelligence® Database contains extensive information on local laws and potential penalties. Please review the Legal category for the country of operation.**

- **An evacuation of personnel under hostile conditions from local authorities and/or the general public is usually not advisable.** The risk of harm to personnel is greater when trying to move about the country than when maintaining a low profile and staying indoors. Waiting for the situation to stabilize generally is far less risky than traveling about.

- The decision to evacuate personnel under hostile conditions should be taken only when the risk of staying put becomes greater than the risk of being exposed. These conditions could arise during a period of civil disorder, a military uprising, or outside military intervention. If a hostile evacuation is necessary, it is hoped that all dependents and nonessential personnel will already have been withdrawn by commercial airline. This action presumes that some advance warning of worsening conditions within the country or of military action from outside the country will have been received and acted upon. Should an emergency arise suddenly without advance warning to withdraw nonessential personnel, and if the circumstances dictate an evacuation under hostile conditions, companies will have to rely on support from outside sources. The safety of all personnel and dependents is of the utmost importance. In no case should any action be taken if that action puts the personnel and dependents in more jeopardy than they are in already.

**By following iJET's intelligence reporting, in most cases, a company will have advance warning of a deteriorating condition within the country. Guidance can be provided on a phased withdrawal of personnel from the country.**

- Additional transportation information is noted in **Appendix III** and provides planning guidelines for the emergency movement of employees and dependents for which a corporation has responsibilities.

## Evacuation Concept

The purpose of the evacuation procedures is to establish a set of contingency plans for the withdrawal or evacuation of staff and dependents from the host country.

The evacuation process usually evolves in three phases. A special phase, which does not involve evacuation from the country, will also need to be implemented. Guidelines for each phase follow this section.

- **Phase I—Alert Stage**, a warning to companies and individuals of host country instability.
- **Phase II—Limited Action**, increased preparation for evacuation includes those preparations made under conditions of increased tension or instability that could lead to partial or complete evacuation of expatriate employees and their dependents.
- **Phase III—Evacuation Phase**, final preparation and/or evacuation includes those preparations made under conditions in which the decision to evacuate is imminent or has already been made. Withdrawal and cessation of business is imminent or underway.
- **Stand Fast**—Could be implemented in the event that evacuation is not considered prudent. Under this concept, employees and their dependents would remain in their quarters (or other designated location) for an extended period of time until tensions abate.

Making the decision to initiate each of the phases or stand fast is the responsibility of the senior manager in coordination with the EEC.

## Evacuation Guidelines

- This is a period during which routine collection and assessment of information about local and international events are in progress.
- Documents should be identified or set aside for possible future destruction.
- Potential staging areas for assembling employees and their dependents should be reviewed and/or selected.
- The senior manager should consider meeting periodically with the expatriate employees to review current events and trends. It is important to develop a procedure to deal with rumors that have a tendency to emerge with the onset of any crisis situation. Left unattended, rumors can have a demoralizing effect. The best countermeasures are to have an open line of communication designed to address rumors and a set of clear evacuation instructions.

- Evacuation priorities should be established and individually assigned. The following categories should be considered:
  - First priority—dependents.
  - Second priority—individuals other than key expatriate employees.
  - Third priority—key expatriate employees.
- Alternate routes to the international airports, seaports, or land borders should be established and checked for traversability under emergency conditions.
- This phase should be initiated when, in the judgment of the senior manager, a situation has reached a level of tension or instability that could lead to partial or complete evacuation of expatriate employees and their dependents. The earlier an evacuation decision can be made, the more likely it can be effected in a calm, secure, and less politically sensitive atmosphere.
- The contents of departure kits (described in the next section) should be examined and reviewed.
- An inventory of household effects should be prepared in duplicate, one to accompany the employee and his or her dependents and one to be left behind with an appropriate corporate representative. The possibility of having to secure or abandon personal property prior to evacuations should be addressed.
- Normal work routines should continue; however, certain preparatory actions, such as obtaining required clearances, conducting programmed document destruction to begin on the order of the senior manager, etc., should be undertaken, if appropriate.
- This phase should be initiated when, in the judgment of the senior manager, the situation has deteriorated to the point that the decision to evacuate is imminent or has already been made. At this point, the company home office should arrange for the services of other companies and outside commercial resources necessary to support and coordinate the evacuation process. It is assumed that total withdrawal of personnel will not meet active resistance from the authorities.
- The senior manager should determine whether it would be prudent and desirable to relocate evacuees from their quarters to **preselected primary or alternate staging area(s)**, prior to proceeding to the international airport or other departure site(s), for final coordination of procedures for evacuation.
- A special phase could be implemented in the event that evacuation is not considered prudent under certain circumstances, for example, if a coup has occurred. This concept is one in which operations may slow down or even temporarily be suspended. Employees and their dependents would remain in their compound or quarters for an undetermined period of time, awaiting further instructions. Liquids, canned foods, medicines, and staples to support the family for an extended period, should be kept on hand to support such an eventuality, depending on the local situation.
- Instructions to and between families should be transmitted by whatever means available, depending on the circumstances. However, it is vital that whatever means are employed the senior manager receive positive feedback to ensure that all expatriate employees are in touch and to confirm their daily whereabouts. An employee warden system should be developed and used in times of increased threat or during actual emergencies.

## Pre-Departure Actions – Summary

In times of unrest, have a bag packed for each member of the family for evacuation on short notice.

- For emergencies, keep on hand an appropriate amount of money and/or traveler's checks.
- If the threat warrants, consider having available an open airline ticket available for each family member to a "safe haven" country (preferably a U.S. ally). Open airline tickets are normally good for a 12-month period; at the end of the period, return the tickets for a refund and purchase new ones.
- Consolidate important personal records and documents for easy access and transportation. Keep passports and necessary visas up to date.
- Have in place a preplanned telephone contact system to ensure that all employees are aware of what is happening.
- Provide two-way radios for personnel and equipment operators and train them to use the radios.

## Departure Kit

The departure kit is a collection of items that should always be available for use in an emergency situation. The kit should be in two parts: Part 1 consisting of sustenance items and equipment and Part 2 of a packet of vital personal papers and documents and a departure kit checklist. The kit should be checked periodically for completeness and to ensure that it is current. It should be properly tagged for identification and in a state of complete readiness at the outset of Phase II —Limited Action.

### Part 1—Sustenance Items and Equipment

- Without hoarding, maintain a reasonable supply (5-7 days) of food, water, and fuel. If you have a personal or company automobile, be sure it is ready for immediate use. Maintain a full fuel tank and a reasonable supply of spares and other extras as may be necessary. Also, periodically check oil, water, and tires.
- Maintain a family-size first-aid kit and an adequate supply of necessary prescription medicine(s).
- Have a flashlight with fresh batteries and/or candles.
- Keep a supply of matches, preferably waterproof and windproof.
- Keep a small battery-operated shortwave radio with fresh batteries. Monitor the local news media, Voice of America, and the British Broadcasting Company closely, if available, for relevant announcements from the local government or the U.S. Embassy. The embassies will be closely monitoring any situation and will provide further information to the liaison contact person.

**Information on the radio stations available and their broadcast frequency can be found under the Communications category within the iJET Travel Intelligence® Database.**

- Have one blanket and/or sleeping bag for each family member.
- Do not carry baggage that exceeds 66 pounds of clothing and personal effects per individual. (This weight is the absolute maximum that will be permitted on a U.S. Government-sponsored evacuation aircraft). Carry the most essential items in a small handbag or carry-on bag in case it becomes necessary to restrict baggage further.
- Pets are frequently not allowed in the emergency evacuation process. Consequently, owners need to be sure that they make appropriate custody arrangements.
- Do not include in the kit firearms or any other weapons or liquor.
- Keep a supply of street and road maps of the metropolitan and rural areas.

### Part 2—Vital Personal Papers and Documents and a Checklist

- Current passports for all members of the family. (If passports are in the company's custody, the custodian will distribute them at the appropriate time).
- Sufficient cash in U.S. dollars and traveler's checks should be a regular part of your kit to cover family incidental expenses for at least 3 days of travel. Include sufficient currency in small denominations to take care of incidental expenses while en route to a safe haven.
- Up-to-date International Certificates of Vaccination.
- Current inventory of household effects.
- All host country identification papers.
- Essential personal papers (birth certificates, marriage license, etc.).
- Copies of your U.S. Federal Income Tax Return, if it has not already been sent to a safe place of record.
- A blank company expense statement to keep track of expenses.

**Please review the Entry/Exit category in the iJET Travel Intelligence® Database for any local requirements such as exit fees, documentation requirements, etc.**

## Appendix III – Transportation

### Background Information

Although the U.S. Department of State is responsible for the protection and evacuation of American citizens abroad, it cannot order the departure of private American citizens from a strife-torn country but must inform private American citizens of impending danger and may offer U.S. Government assistance in evacuating when necessary. As a general rule, the U.S. Government **does not provide** funds for the movement of persons other than U.S. Government employees and their dependents. **Non-government citizens evacuated by U.S. Government-funded transportation must execute a promissory note to cover the cost of transportation.**

The country manager **should not** totally rely on the U.S. Department of State for information on the necessity or timing of an employee evacuation in the event of an emergency situation. It would appear prudent for an American corporation to consider early evacuation and to give strong consideration to any notices provided by the U.S. Department of State for the evacuation of nonessential personnel and/or the evacuation of all U.S. citizens. During this phase, the use of commercially scheduled airlines or chartered aircraft should still be available and may facilitate the withdrawal. If a country manager or EEC delays evacuation until the U.S. Department of State closes its embassy or post and recommends that all American citizens leave the country immediately, undoubtedly, obtaining transportation and evacuating under adverse security circumstances will be extremely difficult.

### Assessing Travel Options

- To determine the feasibility of transportation by common carrier, investigate the frequency and normal capacity of commercial flights, trains, and ships leaving the troubled location.
- Identify the most logical options for assembly and movement of evacuees to the departure or embarkation location while maintaining the best security posture possible. As a general rule, it is preferable to assemble evacuees at a secure location other than the embarkation point. Then move them to the embarkation points in groups sized to the transport capacity and on a schedule calculated to minimize the exposure of evacuees and the means of transport at the embarkation point. This procedure could aid in the security and effectiveness of the operation, but be aware that circumstances may prevent a phased movement.
- Determine the most appropriate sites at which to assemble potential evacuees in anticipation of moving them to points of embarkation. If long-term, plans should consider shelter, security, food, water, and sanitation needs. **The EEC should appoint a responsible manager to document and list evacuees and to control movement to the embarkation point.** The security risks of assembling in one place versus those of remaining in individual homes until departure or the risk of having employees making their way independently to embarkation points should be considered.
- In selecting assembly points and routes, be aware of potential choke points, bridges, and areas that could be congested and identify alternate routes if possible. **Maps should be developed for each route.**
- If overland movement out of the country is a possibility, define the circumstances under which overland transportation would be considered and special precautions that might be necessary.
- The EEC should attempt to anticipate the degree of support or problems that might be offered by the host government in an evacuation situation. **Identify contacts and develop procedures that could be helpful with exit formalities.** Investigate any departure problems for employees in connection with in-country taxes and any other business-related departure requirements. Consider what assistance should be asked of the host government for security of assembly areas, convoy routes, and embarkation points if appropriate. Assign liaison responsibilities to appropriate company representatives who may serve as liaisons to the host government for the aforementioned purposes.
- Security protection commensurate with the risk and resources available should be arranged for the various evacuation assembly areas, routes, and embarkation points. Details such as assembly, timing

of movements, aircraft schedules, etc., should be protected from unauthorized disclosure.

**Communications needs must be developed.**

- Any inquiries received from the media regarding a planned evacuation or one in progress should be referred to the EEC and/or to the country manager. Speculative reasons for the evacuation could be harmful to the evacuation and the company's relationship with the host government.
- As evacuees depart the embarkation point by aircraft, vehicle, or ship, the EEC or country manager should inform the corporate headquarters of the following:
  - Flight data (date, time, destination, ETA, and arrival (port or city, if appropriate)).
  - Number of evacuees.
  - Number wanting assistance with onward transportation to the United States.
  - Number who will stay at point of arrival and need arrangements for lodging, etc.
  - Medical assistance needed.
  - List of evacuees, if appropriate.

## Methods of Transportation

### Scheduled Airlines

- Carriers that serve the area, both foreign and domestic.
- Appropriate people to contact for arrangements.
- Capabilities of scheduled airlines to respond to evacuation requirements, that is, routes, capacity, ticketing requirements, payment, etc.

### Nonscheduled (Chartered) Airlines

- Selection of a reliable carrier, foreign and/or domestic.
- Suitability of equipment available.
- Response time (obtaining necessary overflight and landing authority, fuel, etc.).
- Through the U.S. Department of State, identify names of U.S. carriers that have existing contracts to perform evacuations during periods of emergencies or civil unrest.

### Sea Transportation

- Identify shipping companies or shipping agents that serve the area.
- Select shipping agent or charter agent.
- Describe ship to include response time, capacity, and time required to reach a safe haven.
- Consider charter of ocean-going yachts and cabin cruisers as a possible method of evacuating small numbers of essential personnel who may have remained in country after evacuation of nonessential personnel and families when it appears that airport embarkation points have been closed, but seaports or shoreline use is still available.

### Land Transportation

Transportation by land methods should be examined closely as it is not recommended during sensitive times. Road transportation out of a country should be considered only as a last resort. The following information will help in planning and developing road transportation.

- Identify by name, location, and means of contact any other sources of vehicles that could be used in an emergency, either by rental, loan, or pooling by cooperating companies.
- Have a checklist for road convoys.
  - Designate primary and alternate convoy leaders.
  - Select routes (primary and alternate) that avoid choke points.
  - Plan for rest stops.
  - Determine availability of vehicles to meet convoy requirements.

- Ensure adequate supplies of personal medical or other special needs. Inventory and have available spare fuel, food, water, tools, first aid, comfort supplies, maps, and compasses with each convoy.
- If convoy will cross international boundary, have appropriate documentation for each vehicle.
- Arrange security for the convoy from local authorities, if possible. If environment is hostile, contact the U.S. Embassy for security assistance.
- Reconnoiter route in advance by sending advance vehicle approximately 30 minutes or more in advance of convoy.
- Provide communications capabilities for lead and rear convoy vehicles.
- Make preliminary arrangements to have local nationals available to drive and translate at roadblocks, checkpoints, etc.
- Where possible, overland evacuation in convoy should be coordinated with other entities, particularly UN agencies and diplomatic groups.



### About iJET Travel Intelligence

iJET® Travel Intelligence® ([www.ijet.com](http://www.ijet.com)), the travel risk management company, provides real-time Travel Intelligence services through its award-winning Worldcue® technology platform for tracking, monitoring and communicating with travelers. iJET services are backed by regional and category specialists from the fields of intelligence, security, travel, and health who staff an around-the-clock operations center in Annapolis, Maryland. Analysts continuously monitor more than 6,000 sources worldwide to help international travelers avoid or minimize travel risk and disruption. iJET's proprietary technology platform was recently awarded a Global Excellence Gold Award at the AIIM 2002 conference for its technology implementation.

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