

CROSS-BORDER EVACUATION PROTOCOL FOR COUNTRIES OF THE EASTERN CARIBBEAN DURING CRISES TRIGGERED BY SUDDEN-ONSET DISASTERS



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Executive Summary

The Cross-Border Evacuation Protocol serves a tool to guide strategic objectives and activities to be implemented across six (6) distinct Phases: The Planning Phase, The Activation Phase, The Pre-Departure Phase, The Departure and Transit Phase, The Arrival Phase and The Post-Arrival Phase. These activities all share one main purpose which is, to ensure that affected and vulnerable populations can safely cross borders in the Eastern Caribbean Region with the support of national, regional and international organisations and stakeholders. Based on best practices and research on Disaster Management, Human Mobility and Human Security, these Recommended Action Points and Steps are also supported by a mapping of suggested Stakeholders and resources that are instrumental across implementation.

Understanding the degree to which a sudden-onset disaster uproots and negatively impacts an individual's sense of livelihood, security and well-being, the Cross-Border Evacuation Protocol also details priority actions to be taken in the area of accountability towards the affected population. Communications is also identified as a critical element in driving forward awareness, understanding, relevance and ownership of this Evacuation Protocol, especially by national technical representatives who are tasked with managing the evacuation process. It is no doubt, with all these moving parts in areas of research, accountability and communications, the effective roll-out of all six (6) Phases must be spearheaded by a regional mechanism embedded within the existing CDEMA arrangement and supported by the OECS free movement arrangement, who will collaboratively and continuously work to strengthen the legitimacy and efficiency of this Evacuation Protocol. At the core of this Evacuation Protocol is the understanding that strategic co-ordination, planning, financing and monitoring among Governments, Private Sector Entities, Regional Associations, Community-Based Organisations and Multilateral Entities are non-negotiable elements in this process.

To truly protect and provide access to persons' basic rights during a sudden-onset disaster is quite challenging and yet, can foster opportunities. That is, opportunities for continued strategic exchanges on lessons learnt, best practices, recommendations, evidence, resources, expertise and other auxiliary support. This Protocol and its six (6) Phases are built to reflect true solidarity among Eastern Caribbean States in partnership, dialogue and execution. The proposed framework is one that is relevant, user-friendly and engaging and, can be adjusted easily as regional challenges and opportunities present themselves in the areas of human mobility, human security and disaster management.

Acronyms

AAP	Accountability to the Affected People
ACS	The Association of Caribbean States
AGD	Age, Gender and Diversity
CAF	The Latin American Development Bank
CARDI	The Caribbean Agricultural Development Institute
CARICOM	The Caribbean Community
CARICOM IMPACS	The Caribbean Community Implementation Agency for Crime and Security
CARPHA	The Caribbean Public Health Agency
CBO	Community-Based Organisation
CCCCC	The Caribbean Community Climate Change Center
CCDRU	The Climate Change and Disaster Resilience Unit
CCJ	The Caribbean Court of Justice
CDB	The Caribbean Development Bank
CDEMA	The Caribbean Disaster Emergency Management Agency
CDF	The CARICOM Development Fund
CMO	The Caribbean Meteorological Organisation
CPDC	The Caribbean Policy Development Center
CRC	The Convention on The Rights of the Child
CRR	The Caribbean Regional Representation of the International Federation of Red Cross and Red Crescent Societies
CRS	Catholic Relief Services

CSA	Child Sexual Abuse
CSO	Civil Society Organisation
CTU	The Caribbean Telecommunications Union
DRR	Disaster Risk Reduction
ECADE	The Eastern Caribbean Alliance for Diversity and Equality
EOC	Emergency Operation Centre
EU	The European Union
FAO	The Food and Agriculture Organisation
FBO	Faith-Based Organisation
FEMA	Federal Emergency Management Agency
IADB	The Inter-American Development Bank
IDP	Internally Displaced Person
IFRC	The International Federation of Red Cross and Red Crescent Societies
IHO	Integrated Health Outreach
IOM	The International Organization for Migration
IPCC	The Intergovernmental Panel on Climate Change
LOTO	The Love One Teach One Foundation
MOU	Memorandum of Understanding
NEAT SKN	The Network of Empowerment and Advocacy Technicians
NEWLO	New Life Organisation
NGO	Non-Governmental Organisation
NOW	The National Organisation for Women

NWS	National Weather Service
OAU	Organization of African Unity
OECS	The Organisation of Eastern Caribbean States
OHCR	The United Nations Human Rights Council
OTT	Operation Triple Threat
SGBV	Sexual and Gender-Based Violence
SIDS	Small Island Developing States
SOP	Standard Operating Procedures
TOR	Terms of Reference
UN	The United Nations
UNDP	The United Nations Development Programme
UNFCCC	The United Nations Framework Convention on Climate Change
UNFPA	The United Nations Population Fund
UNHCR	The Office of the United Nations High Commissioner for Refugees
UNICEF	The United Nations International Children's Emergency Fund
USAID	The U.S. Agency for International Development
UWI	The University of the West Indies
VINSAVE	Save the Children Fund
WASH	Water Sanitation and Hygiene
WBG	The World Bank Group
WFP	The World Food Programme
WHO	The World Health Organisation

Glossary of Key Terms

This Glossary references terms that can be found in the [International Organization for Migration's \(IOM\) Glossary on Migration](#), [The Office of the United Nations High Commissioner for Refugees' \(UNHCR\) Master Glossary of Terms](#) and the [Federal Emergency Management Agency's \(FEMA\) Glossary](#). Terms include:

Accountability to Affected People (AAP)- A commitment on the part of humanitarian actors and organisations to the intentional and systematic inclusion of the expressed needs, concerns, capacities, and views of the people they seek to assist, in their diversity, and to being answerable for organisational decisions and actions, in all **protection, assistance** and solutions interventions and programmes.

Asylum Seeker- An individual who is seeking international protection. In countries with individualized procedures, an asylum seeker is someone whose claim has not yet been finally decided on by the country in which he or she has submitted it. Not every asylum seeker will ultimately be recognized as a refugee, but every recognized refugee is initially an asylum seeker.

Best Interests (of the Child) Principle- A principle set out in Article 3 of the **Convention on the Rights of the Child (CRC)** which affirms: “In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, the best interests of the child shall be a primary consideration”. A child’s best interests are determined by a variety of individual circumstances, such as the age and level of maturity of the **child**, the presence or absence of parents, and the child’s environment and experiences.

Border Governance- The legislation, policies, plans, strategies, action plans and activities related to the entry into and exit of persons from the territory of a State, comprising detection, rescue, interception, **screening**, interviewing, identification, reception, referral, **detention**, removal or return, as well as related activities such as training, technical, financial and other assistance, including that provided to other States.

Borders (International)- Politically defined boundaries separating territory or maritime zones between political entities and the areas where political entities exercise border governance measures on their territory or extraterritorially. Such areas include: border crossing points (airports, land border crossing points, ports), immigration and transit zones, the ‘no-man’s land’ between crossing points of neighbouring countries, as well as embassies and consulates (insofar as visa issuance is concerned).

Child Protection Services- This notion refers to a continuum of prevention, risk mitigation and response services that prevent and respond to child abuse, exploitation, violence, neglect and family separation.

Climate Change- (i) The Intergovernmental Panel on Climate Change (IPCC) defines Climate Change as: “a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer. Climate Change may be due to natural internal processes or external forcings, or to persistent anthropogenic changes in the composition of the atmosphere or in land use”.

(ii) The United Nations Framework Convention on Climate Change (UNFCCC) defines Climate Change as: “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods”.

Community-Based Approach to Protection- An inclusive partnership strategy that recognizes and builds on the capacities and resources of **forcibly displaced and stateless persons**, by establishing trust, promoting meaningful participation, consultation and leadership in all aspects of programmes that affect them. It is a continuous process that engages communities as analysts, evaluators and implementers in their own **protection**.

Coordination-The bringing together of organizations and resources in accordance with the requirements imposed by the threat or impact of the emergency

Country of Destination- In the migration context, a country that is the destination for a person or a group of persons, irrespective of whether they migrate regularly or irregularly.

Note: *In the context of movements of internally displaced persons (IDPs) the term ‘place of destination’ should be used.*

Country of Origin- In the migration context, a country of nationality or of former habitual residence of a person or group of persons who have migrated abroad, irrespective of whether they migrate regularly or irregularly.

Cross-Border Displacement in the Context of Disasters and the Effects of Climate Change- situations where people flee or are displaced across borders in the context of sudden- or slow-onset disasters, or in the context of the adverse effects of climate change.

Cross-Border Migration- A process of movement of persons across international borders.

Data Protection- The systematic application of a set of institutional, technical and physical safeguards that preserve the right to privacy with respect to the processing of personal data.



Disaster- An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a ‘large-scale disaster’ is one that exceeds the response capability of the local jurisdiction and requires State, and potentially Federal, involvement. As used in the Stafford Act, a ‘major disaster’ is “any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources or States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby”.

Displacement- The movement of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters.

Disaster Displacement- Situations where people are forced to leave their homes or places of **habitual residence** as a result of a **disaster** or in order to avoid the impact of an immediate and foreseeable natural hazard. Such **displacement** results from the fact that affected persons are: (i) exposed to (ii) a natural hazard in a situation where (iii) they lack the **resilience** to withstand its impacts. It is the effects of natural hazards, including the adverse impacts of **climate change**, that may overwhelm the resilience or adaptive capacity of an affected community or society, thus leading to a disaster that potentially results in displacement.

Note: *Most disaster displacement, including in the context of climate change, takes place within national borders, however some individuals and/or groups may cross international borders in order to seek **protection** and **assistance** in another country.*

Disaster Risk Reduction (DRR)- “The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events”.

Durable Solutions- The means by which the situation of **persons of concern** to UNHCR can be satisfactorily and permanently resolved through ensuring national **protection** for their civil, cultural, economic, political and social rights.

Note: *In the **refugee** context, a durable solution generally involves **voluntary repatriation**, **local integration** or **resettlement**. In the case of **internally displaced persons**, this is achieved when individuals no longer have specific **assistance** or protection needs linked to their **displacement**. For **stateless persons** durable solutions are linked to the provision or recognition of **nationality**.*

Early Warning System- The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately in order to reduce the possibility of harm or loss.

Emergency- Any occasion or instance-- such as a hurricane, tornado, storm, flood, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, fire, explosion, nuclear accident, or any other natural or man-made catastrophe-- that warrants action to save lives and to protect property, public health, and safety.

Evacuation- Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.

- i. **Spontaneous Evacuation-** Residents or citizens in the threatened areas observe an emergency event or receive unofficial word of an actual or perceived threat and without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel is unorganized and unsupervised.
- ii. **Voluntary Evacuation-** This is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are NOT required to evacuate; however, it would be to their advantage to do so.
- iii. **Mandatory or Directed Evacuation-** This is a warning to persons within the designated area that an imminent threat to life and property exists and individuals MUST evacuate, in accordance with the instructions of local officials.

Extreme Weather Event- An extreme weather event is an event that is rare at a particular place and time of year. Definitions of rare vary, but an extreme weather event would normally be as rare as or rarer than the 10th or 90th percentile of a probability density function estimated from observations. By definition, the characteristics of what is called extreme weather may vary from place to place in an absolute sense. The distinction between extreme weather events and extreme climate events is not precise, but is related to their specific time scales:

- i. An extreme weather event is typically associated with changing weather patterns, that is, within time frames of less than a day to a few weeks.
- ii. An extreme climate event happens on longer time scales. It can be the accumulation of several (extreme or non-extreme) weather events (e.g., the accumulation of moderately below average rainy days over a season leading to substantially below-average cumulated rainfall and drought conditions).

Food Security- A state that prevails when people have secure access to sufficient amounts of safe and nutritious food for normal growth, development, and an active and healthy life.

Hazard- “A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage”.

Host Country- The country in which a non-national stays or resides, whether legally or irregularly.

Humanitarian Crisis- [A]n event or series of events which represents a critical threat to the health, safety, security or wellbeing of a community or other large group of people, usually over a wide area. Armed conflicts, epidemics, famine, natural disasters and other major emergencies may all involve or lead to a humanitarian crisis that extends beyond the mandate or capacity of any single agency.

Human Security- An approach to assist United Nations (UN) Member States in identifying and addressing widespread and cross-cutting challenges to the survival, livelihood and dignity of their people.

Identity Document- An official piece of documentation issued by the competent authority of a State designed to prove the identity of the person carrying it.

Livelihood- At the individual and household levels, vulnerability and resilience depend largely on people's livelihoods. Livelihoods comprise the capabilities, material and social assets, and activities required to sustain a means of living (Chambers and Conway, 1991). Livelihood options depend on available [human, social and financial] capital and on the [socioeconomic, natural] and political context in which people live. They determine how people occupy and use their environment; what options they are faced with in the face of hazards; what impacts they suffer from such hazards; and how effectively they recover.

Mass Care- The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people that have been displaced from their homes because of a disaster or threatened disaster.

Migration- The movement of persons away from their place of usual residence, either across an international border or within a State.

Migration Crisis- Crises with migratory dimensions. "[T]erm that describes the complex and often large-scale migration flows and mobility patterns caused by a crisis which typically involve significant vulnerabilities for individuals and affected communities and generate acute and longer-term migration management challenges". A migration crisis may be sudden or slow in onset, can have natural or man-made causes, and can take place internally or across borders.

Migrants in Vulnerable Situations- Migrants who are unable to effectively enjoy their human rights, are at increased risk of violations and abuse and who, accordingly, are entitled to call on a duty bearer's heightened duty of care.

Mixed Migration Flows- Complex migratory population movements that include refugees, asylum-seekers, economic migrants and other migrants, as opposed to migratory population movements that consist entirely of one category of migrants.

Participatory Approach- An approach to development or humanitarian programming, in which key stakeholders (and especially those affected by decisions made) of a policy or intervention are closely and systematically engaged in the process of identifying problems, their root causes, priorities and capacities, and have considerable control over analysis and the planning, implementation, **monitoring** and evaluation of solutions to the issues identified.

Pathways for Migrants in Vulnerable Situations- Pathways for admission to countries of destination, building on existing national and regional practices for admission and stay of appropriate duration based on compassionate, humanitarian or other considerations for migrants compelled to leave their countries of origin, due to sudden-onset natural disasters and other precarious situations, such as by providing humanitarian visas, private sponsorships, access to education for children, and temporary work permits, while adaptation in or return to their country of origin is not possible.

The term may also refer to other solutions for migrants compelled to leave their countries of origin due to slow-onset natural disasters, the adverse effects of climate change, and environmental degradation, such as desertification, land degradation, drought and sea level rise, including when based on devising planned relocation and visa options, in cases where adaptation in or return to their country of origin is not possible.

Permit- In the migration context, documentation, such as a residence or work permit, which is usually issued by a government authority and which evidences the permission a person has to reside and/ or carry out a remunerated activity.

Protection- All activities aimed at achieving full respect for the rights of the individual in accordance with the letter and spirit of **international human rights, refugee** and **humanitarian law**. Protection involves creating an environment conducive to respect for human beings, preventing and/or alleviating the immediate effects of a specific pattern of abuse, and restoring dignified conditions of life through reparation, restitution and rehabilitation.

Note: *This concept of protection which applies to all humanitarian action, including outside refugee contexts, is related but distinct from the concept of **international protection**.*

Protocol- An addition to the original text of a **treaty**. It may include further agreements or involve clarifications or amendments to the original text due to new circumstances. It can be procedural or substantive in nature. The advantage of a protocol is that, while it is linked to the parent agreement, it can focus on a specific aspect of that agreement in greater detail.

Note: *A Protocol is 'optional' because it is not automatically binding on States that have already ratified the original treaty. States must independently ratify or accede to a protocol.*

Recovery- The coordinated process of supporting disaster affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

Refugee- A person who, “owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country”. (Art. 1(A)(2), Convention relating to the Status of Refugees, [...] 1951 as modified by the 1967 Protocol).

In addition to the refugee definition in the 1951 Refugee Convention, Art. 1(2), [the] 1969 Organization of African Unity (OAU) Convention defines a refugee as any person compelled to leave his or her country, “owing to external aggression, occupation, foreign domination or events seriously disturbing public order in either part or the whole of his country [of] origin or nationality”.

Similarly, the 1984 Cartagena Declaration states that refugees also include persons who flee their country, “because their lives, security or freedom have been threatened by generalized violence, foreign aggression, internal conflicts, massive violations of human rights or other circumstances which have seriously disturbed public order (ibid.)”.

Resettlement- The relocation and integration of people (refugees, internally displaced persons, etc.) into another geographical area and environment, usually in a third country. The focus can be on the individual, not necessarily communities as in relocation. In the context of environmental and climate change, the movement of individuals or communities to a designated site. In the refugee context, the transfer of refugees from the country in which they have sought refuge to another State that has agreed to admit them. The refugees will usually be granted asylum or some other form of long-term resident rights and, in many cases, will have the opportunity to become naturalized.

Resilience- The ability of a system and its component parts to anticipate, absorb, accommodate, or recover from the effects of a hazardous event in a timely and efficient manner, including through ensuring the preservation, restoration, or improvement of its essential basic structures and functions.

Response- Actions taken in anticipation of, during and immediately after a disaster to ensure that its effects are minimized and that people affected are given immediate relief and support.

Risk- The potential for consequences where something of human value (including humans themselves) is at stake and where the outcome is uncertain. Risk is often represented as probability of occurrence of hazardous events or trends multiplied by the consequences if these events occur.

Safe, Orderly and Regular Migration- Movement of persons in keeping both with the laws and regulations governing exit from, entry and return to and stay in States and with States' international law obligations, in a manner in which the human dignity and well-being of migrants are upheld, their rights are respected, protected and fulfilled and the risks associated with the movement of people are acknowledged and mitigated.

Separated Children- Children, as defined in Article 1 of the Convention on the Rights of the Child, who have been separated from both parents, or from their previous legal or customary primary caregiver, but not necessarily from other relatives. These may, therefore, include children accompanied by other adult family members.

Slow-Onset Event- Including sea level rise, increasing temperatures, ocean acidification, glacial retreat and related impacts, salinization, land and forest degradation, loss of biodiversity and desertification.

Solution (for Evacuees and IDPs)- A result through which evacuees and other internally displaced persons no longer have specific assistance needs linked to their displacement, and can enjoy their human rights without discrimination due to their displacement. This can be achieved through:

- i. sustainable reintegration at the place of origin ('return'),
- ii. sustainable local integration in areas where evacuees have taken refuge ('local integration'), or
- iii. sustainable settlement in another part of the country ('relocation')".

Sovereignty (Territorial)- The existence of rights over territory and the authority which a State exercises over all persons and things found on, under or above its territory. An aspect of territorial sovereignty relevant in the context of migration, is the sovereign prerogative of a State to determine the admission and exclusion of non-nationals to and from its territory, within the limits imposed by international law.

Note: *In the context of migration, the prerogative of a State to determine the admission in and exclusion of non-nationals from its territory, which is based on its sovereignty, is subject to limitations imposed by international legal obligations derived from customary and treaty law such as the principle of non-refoulement, human rights, as well as some provisions contained in bilateral or regional agreements (e.g., free movement agreements).*

Survival- The act or fact of surviving (Concise Oxford English Dictionary, 2002), especially under adverse or unusual circumstances, such as in this context of natural and man-made disasters, including floods, storms, earthquakes, volcano eruptions and man-made disasters, but also slow-onset events

Trafficking In Persons- The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of

payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs.

Unaccompanied Children- Children, as defined in Article 1 of the Convention on the Rights of the Child, who have been separated from both parents and other relatives and are not being cared for by an adult who, by law or custom, is responsible for doing so.

Usual Residence- A place within a country where a person lives, that is to say, the place in which he or she has a place to live where he or she normally spends the daily period of rest.

Visa- An endorsement by the competent authorities of a State in a passport or a certificate of identity of a non-national who wishes to enter, leave, or transit through the territory of the State that indicates that the authority, at the time of issuance, considers the holder to fall within a category of non-nationals who can enter, leave or transit through the State under the State's laws. A visa establishes the criteria of admission into, transit through or exit from a State.

Vulnerability- Within a migration context, vulnerability is the limited capacity to avoid, resist, cope with, or recover from harm. This limited capacity is the result of the unique interaction of individual, household, community, and structural characteristics and conditions.

Note: *As a concept, vulnerability implies exposure to and susceptibility to some form of harm. There are different forms of harm, meaning that different sectors use the term differently (e.g., vulnerability to food insecurity, vulnerability to hazards, vulnerability to harm and violence and abuse, vulnerability to rights violation).*

Warning- The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the National Weather Service (NWS) (e.g., severe storm warning, hurricane warning, tropical storm warning) for a defined area indicates that a particular type of severe weather or other hazard is imminent in that area.

Warning Systems- The purpose of warnings is to persuade and enable people and organizations to take actions to increase safety and reduce the impacts of a hazard, which can be either quick-onset i.e., cyclones, floods or slow-onset, famine or man-made such as fires, explosion, chemical spills etc.

Xenophobia- At the international level, no universally accepted definition of xenophobia exists, though it can be described as “attitudes, prejudices and behaviour that reject, exclude and often vilify persons, based on the perception that they are outsiders or foreigners to the community, society or national identity”.

Assumptions

Given the scope and purpose of this Cross-Border Evacuation Protocol, the following assumptions must be considered upon its use:

- The Protocol is a living document that is subject to adaptation based on emerging challenges and opportunities that interface with human mobility, human security and disaster management in the Caribbean Region. Updates to be progressively made to this document must be informed by the work of the Caribbean Disaster Emergency Management Agency (CDEMA,) and represent a comprehensive reflection of national disaster risk reduction and evacuation policies available in the Member and Associate Member States of the Organisation of Eastern Caribbean States (OECS).
- The Protocol document can be championed and guided by select, technical experts, practitioners, decision-makers representing the OECS and CDEMA who possess the requisite authority and expertise to ensure that the protocol compliments existing, regional and national evacuation policies and supports stronger and better streamlined, coordination efforts when evacuating affected persons across borders during a sudden-onset disaster.
- The work of these technical experts, practitioners and decision-makers in areas related but not limited to disaster management, law enforcement, human security, humanitarian response and migration management can routinely convene strategic, working sessions via an already existing, regional platform to ensure continuous buy-in for the Protocol and uptake.
- Such identified technical experts, practitioners and decision-makers can consider regional and national needs assessments to best understand what exists, versus what does not exist, to support the recommended steps for each of the 6 (six) Phases as well as, the identification of stakeholders and, financing of resources and availability as it relates to capacities. This assessment must be done to ensure the efficiency and relevance of the protocol. Gaps can be further addressed through collaborative means such as strategic, technical assistance and capacity-building initiatives.
- In the preparation for global and/or regional crisis such as a pandemic or war, these identified persons representing the OECS and CDEMA can ensure that all Phases of this Protocol consider and are guided by international, regional and national guidelines, requirements and protocols set-up to best manage the situation especially, in the context of a sudden-onset disaster. They can therefore ensure that all recommended steps, as articulated by leading expert agencies with the mandate in addressing a particular crisis, are adhered to by the responding personnel and vulnerable population engaged in the evacuation response.

- Specific resources being contributed by countries and the arrangements that govern this exchange and/or sharing of resources towards the successful implementation of this Protocol can be clearly articulated and confirmed via the select coordination mechanism spearheaded by technical experts, practitioners and decision-makers at the OECS and CDEMA. At that juncture, if there is need for Governments and Regional entities to provide specific products such as maps for their confirmed shelters, a list of national volunteers and their areas of expertise, as well as updated legislation on immigration matters and provision of durable solutions during the course of a sudden-onset disaster; based on their existing and updated national disaster risk reduction and evacuation policies, collaborating stakeholders can ensure that the protocol is accompanied by such. It is understood that the Protocol aims to provide guidance on best-practices and recommendations on steps that should be ideally taken across all six (6) Phases. Country-specific matters such as resources, legislations, stakeholder capacities and other issues can therefore be continuously and collaboratively assessed and discussed.

Methodology Used to Develop The Cross-Border Evacuation Protocol

In order to design and develop a comprehensive Cross-Border Evacuation Protocol for both the Member and Associate Member States of the Organisation of Eastern Caribbean States (OECS,) the following methodology was applied, in an attempt to capture key elements in governance, disaster management, communications, border security, law enforcement and humanitarian response action:

- Reference was made to international and domestic legal frameworks, conventions and protocols that govern and guide OECS' Governments' response during crises triggered by climate change and disasters, such as the [Model National Evacuation Policy](#), as presented by the Caribbean Disaster Emergency Management Agency (CDEMA).
- Research was conducted on individual and collective national plans and strategies, the management of human mobility, and community-based protection issues during climate change and disaster-induced crises, as developed by Governments in the OECS grouping.
- Reference was made to regional disaster risk management strategies, action plans, tools, roadmaps and research studies that provide data and evidence-driven recommendations on best practices to be considered and applied by stakeholders during a crisis triggered by climate change and disasters.
- Consultations were conducted with international, regional and local stakeholders with expertise and knowledge in disaster mitigation, climate adaptation and humanitarian response during crises, especially in the Caribbean region.
- Research was undertaken on piloted, validated and adopted Cross-Border Evacuation Protocols, that have been and are being used to manage human mobility and protection during sudden and/or foreseeable crises, triggered by climate change and natural disasters.

What is The Cross-Border Evacuation Protocol?

This Cross-Border Evacuation Protocol maps out a system of clearly defined rules and shared procedures incorporating the human security approach to be practiced by stakeholders in the OECS tasked with the responsibility to safely and effectively guide vulnerable persons across borders in the event of a crisis triggered by climate change and sudden-onset disasters. These rules and procedures are underscored by the mapping out of minimum standards that should be adhered to in the planning, execution and monitoring of a Cross-Border Evacuation Plan during a crisis. This Protocol will therefore serve to:

- Protect the rights and lives of persons who are forced to flee their country of origin when a crisis occurs or who voluntarily make the decision to do so.
- Regulate and manage population out and inflow across borders when a crisis occurs linked to border management.
- Mitigate protection risks and threats that arise at the onset of and during a crisis.
- Contribute to standardizing and streamlining the delivery of lifesaving and humanitarian responses to all groups of persons being evacuated, especially those who are identified as most vulnerable such as women, children, the elderly and persons with special needs.
- Ensure that all persons involved in the evacuation are well-informed and equipped with relevant information on procedures and access to protection referral pathways and services.

The need for a standardized and effective Evacuation Protocol across OECS borders has intensified as the impact by climate change and disasters on its member States continues to intensify. Enhanced cooperation of relevant stakeholders and authorities engaged in disaster response not only aids to maximise constrained resources of Small Island Developing States (SIDS) but also provides a more human security and human rights-based approach towards actioning an inclusive, prevention-oriented and gender-responsive evacuation response, that respects the affected population's dignity and rights.

The diverse needs and vulnerabilities of an affected population on the move during a crisis are anticipated and considered in the development of this Protocol. Special emphasis on tailored evacuation responses for more vulnerable groups of affected persons such as women, children, the elderly, and persons with special needs is therefore considered across all Phases of this document. This is due to the fact that the status of their existing functional and access needs is likely to render them more susceptible to adverse outcomes during a disaster. Additionally, this Protocol also considers broader issues such as equality, sexual and gender-based violence (SGBV), discrimination and exclusion that can further impact the affected population's access to basic and lifesaving services and information during a crisis.

Who Does The Cross-Border Evacuation Protocol Apply To?

The Cross-Border Evacuation Protocol applies to *National, Regional and International Stakeholders* engaged in the planning, execution and monitoring of sudden and/or foreseeable movement of an affected population across borders of Protocol, and Associate Member States of the OECS during a crisis. A mapping of Stakeholders involves the identification of key players who possess the requisite resources, knowledge, networks, tools and authority to respond and deliver evacuation services in a crisis. Stakeholders are mapped from the following main groupings:

- **Stakeholder Group #1 (National and Sub-National Agencies/Bodies):** National and Sub-National Government Entities, Technical Institutions and the Private Sector. Examples of these include:
 - i. Government Ministries responsible for Disaster Emergency Management, Social Welfare, Education, Healthcare, Foreign Affairs, Planning and Social Development, National Security, Public Communications, Legal Affairs, Finance, Public Administration, Labour, Tourism, Family Services, Public Utilities, Child Affairs, Community Development, Finance, Agriculture and Youth Development.
 - ii. Local Government that is, Municipal/City/Regional Corporations.
 - iii. Private Sector that is, Local Businesses, Telecommunications Service Providers, Financial Institutions, Transportation Companies, Media Entities, Retail and E-Commerce Companies, Technology and Software Development Entities, Hospitality Companies, Manufacturing and Construction Firms.
 - iv. NGOs, CSOs, FBOs- (NB: examples included but are not limited to) Integrated Health Outreach (IHO), HERstaire Collective, The National Organisation for Women (NOW), The Love One Teach One Foundation (LOTO), LifeLine Ministries, Rise Inc, Operation Triple Threat (OTT), New Life Organisation (NEWLO), The Network of Empowerment and Advocacy Technicians (NEAT SKN), Save the Children Fund (VINSAVE), United and Strong Inc., The Sojourner Foundation and Volunteers United.

- **Stakeholder Group #2 (Regional Agencies/Bodies):** Regional Professional Associations, Non-Governmental Organisations (NGOs), Community-Based Organisations (CBOs), Faith-Based Organisations (FBOs). Examples of these include:
 - i. Regional Coordinating Bodies- (NB: examples included but are not limited to) The University of the West Indies (UWI), The CARICOM Development Fund (CDF), The Caribbean Telecommunications Union (CTU), The Caribbean Community Climate Change Center (CCCCC), The Caribbean Meteorological Organisation (CMO), The CARICOM Implementing Agency for Crime and Security (IMPACS), The Caribbean Development Bank (CDB), The Caribbean Court of Justice (CCJ), The Caribbean Disaster Emergency Management Agency (CDEMA), The Caribbean Public Health Agency (CARPHA), The Caribbean Agricultural Development Institute (CARDI), the Organisation of Eastern Caribbean States (OECS) and The Association of Caribbean States (ACS).

- ii. Regional NGOs- (NB: examples included but are not limited to) The Caribbean Regional Representation (CRR) of The International Federation of Red Cross and Red Crescent Societies (IFRC), The Caribbean Policy Development Center (CPDC) and The Eastern Caribbean Alliance for Diversity and Equality (ECADE).
- **Stakeholder Group #3 (International Agencies/Bodies):** United Nations (UN) Agencies, Multilateral Organisations, International and Regional Non-Governmental Organisations (NGOs) and other Donors. Examples include:
 - i. United Nations Bodies- (NB: examples included but are not limited to) The World Health Organisation (WHO), The United Nations Development Programme (UNDP), The United Nations Human Rights Council (OHCHR), The United Nations High Commissioner for Refugees (UNHCR), The World Food Programme (WFP), The United Nations Population Fund (UNFPA), The Food and Agriculture Organisation (FAO), The United Nations International Children’s Emergency Fund (UNICEF), UNWOMEN and The International Organisation for Migration (IOM)
 - ii. Other Donor and Humanitarian Agencies- (NB: examples included but are not limited to) The U.S. Agency for International Development (USAID), The European Union (EU), The World Bank Group (WBG), The Inter-American Development Bank (IADB), Save the Children International, Peace Corps, Catholic Relief Services (CRS), CARE, Doctors without Borders, The Latin American Development Bank (CAF) and World Vision.

Stakeholder Registry

The following stakeholder registry presents an overview of the three (3) main groupings of Stakeholders identified as instrumental to the successful implementation of all six (6) Phases of the Cross-Border Evacuation Protocol. More specifically, the Registry pinpoints the participation of these identified Stakeholders in each Recommended Action Point and their corresponding, four (4) steps. Their placement is marked by a '●' in the Registry, and signals where these groupings of Stakeholders would most likely be involved in activating and/or supporting different legs of the Cross-Border Evacuation Protocol. It is further based on collective observations, experiences and accounts shared by the OECS Commission, CDEMA and other cooperating entities on the role of these Stakeholders' traditional and emerging engagement and value-added expertise during disasters in the Eastern Caribbean Region.

THE PLANNING PHASE

Recommended Action Point #1: Strategic Planning, research and communications

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)		●	●	
Stakeholder Group #3 (International agencies/bodies)			●	

THE ACTIVATION PHASE

Recommended Action Point #2: Crisis Communication- warnings, alerts and advisories

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)				
Stakeholder Group #3 (International agencies/bodies)				

Recommended Action Point #3: Evacuation Assembly/Muster Point

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)				
Stakeholder Group #3 (International agencies/bodies)			●	●

THE PRE DEPARTURE PHASE

Recommended Action Point #4: Registration of the affected population and, documentation of their protection needs

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)		●	●	
Stakeholder Group #3 (International agencies/bodies)				●

THE DEPARTURE AND TRANSIT PHASE

Recommended Action Point #5: Transportation from the Assembly point to Departure point

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)	●	●	●	●
Stakeholder Group #3 (International agencies/bodies)				●

Recommended Action Point #6: Embarkation at the Departure point

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)				
Stakeholder Group #3 (International agencies/bodies)				●

Recommended Action Point #7: Departure and Transit

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)				
Stakeholder Group #3 (International agencies/bodies)	●	●	●	●

THE ARRIVAL PHASE

Recommended Action Point #8: Disembarkation at the Arrival point

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)			●	
Stakeholder Group #3 (International agencies/bodies)	●	●		●

Recommended Action Point #9: Provision of comprehensive and basic protection services

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)		●		
Stakeholder Group #3 (International agencies/bodies)		●		●

THE POST-ARRIVAL PHASE

Recommended Action Point #10: Provision of follow-up support via case management

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)				●
Stakeholder Group #3 (International agencies/bodies)		●		●

Recommended Action Point #11: Provision of durable solutions

STAKEHOLDER CATEGORY	STEP #1	STEP #2	STEP #3	STEP #4
Stakeholder Group #1 (National and sub-national agencies/bodies)	●	●	●	●
Stakeholder Group #2 (Regional agencies/bodies)	●	●	●	●
Stakeholder Group #3 (International agencies/bodies)	●	●	●	●

When Can The Cross-Border Evacuation Protocol Be Used?

The Cross-Border Evacuation Protocol can be applied in sudden-onset disaster scenarios that are particularly relevant to the grouping of Eastern Caribbean Countries. These scenarios may include volcanic eruptions, earthquakes, hurricanes, tropical storms, tsunamis and landslides owing to natural and man-made environmental threats. For more information on the Caribbean's hazard landscape, the [Regional Comprehensive Disaster Management \(CDM\) Strategy and Results Framework 2014-2024](#) published by the Caribbean Disaster Emergency Management Agency (CDEMA), can be consulted for further insight and information.

Evacuation Phases

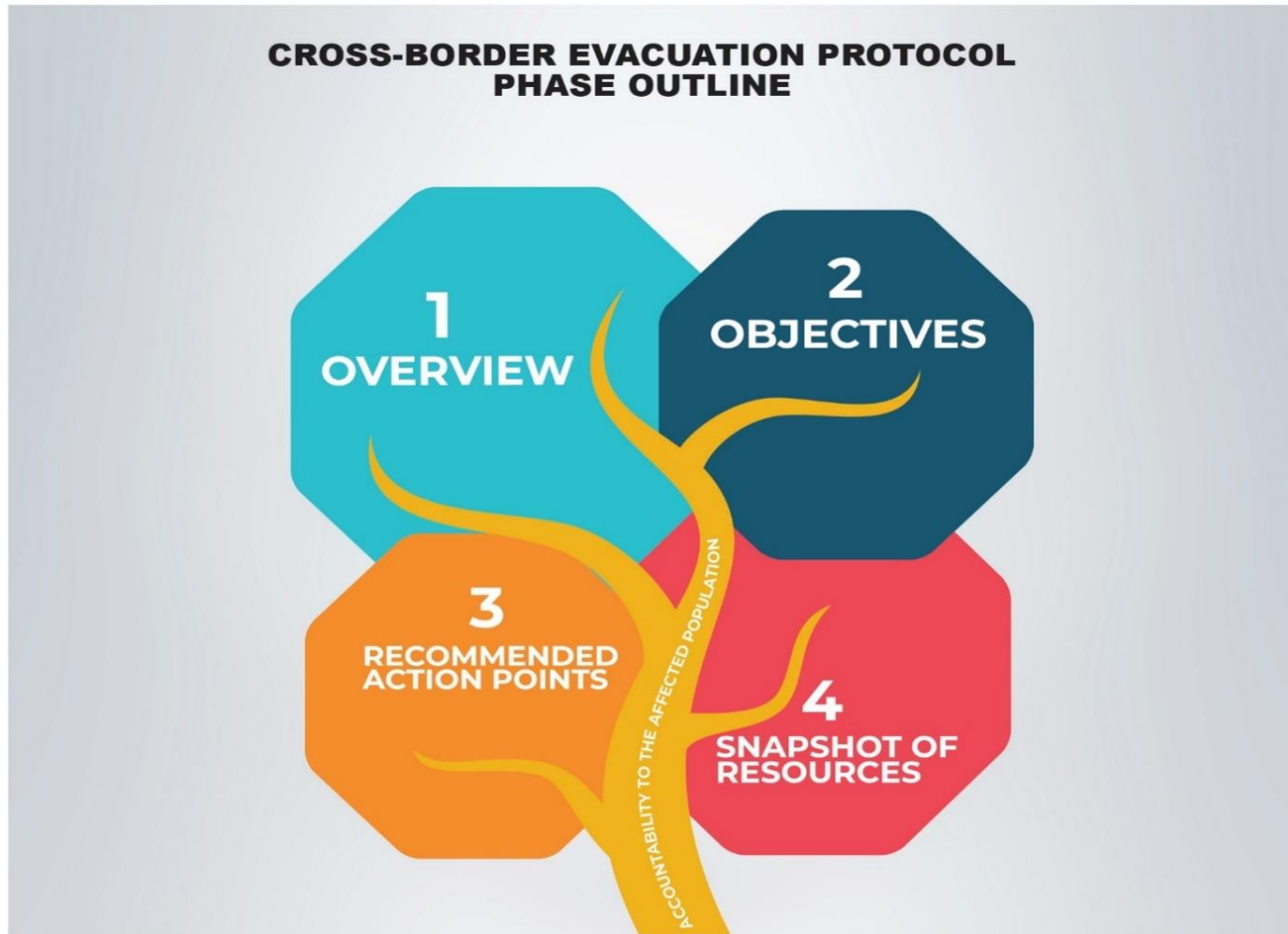
The Cross-Border Evacuation Protocol is divided into the following *six (6)* main *Evacuation Phases*:

- The Cross-Border Evacuation *Planning* Phase
- The Cross-Border Evacuation *Activation* Phase
- The Cross-Border Evacuation *Pre-Departure* Phase
- The Cross-Border Evacuation *Departure and Transit* Phase
- The Cross-Border Evacuation *Arrival* Phase
- The Cross-Border Evacuation *Post-Arrival* Phase



Each *Phase* of this Cross-Border Evacuation Protocol consists of the following Sections:

- A Phase Overview
- Key, Strategic Objectives
- Recommended Action Points inclusive of Main Steps to be followed and the roles of Stakeholders
- A Snapshot of Required Resources and/or Auxiliary Support (i.e., Technical, Human, Technological and Financial)



The Planning Phase

The **Planning** Phase of the Cross-Border Evacuation Protocol entails the steps taken by officials to **strategically plan and co-ordinate technical efforts, resources and capacity-building** at the national and regional levels to ensure that when the Protocol has to be activated, it can be done in the most effective, time-efficient and seamless manner.

Objectives include:

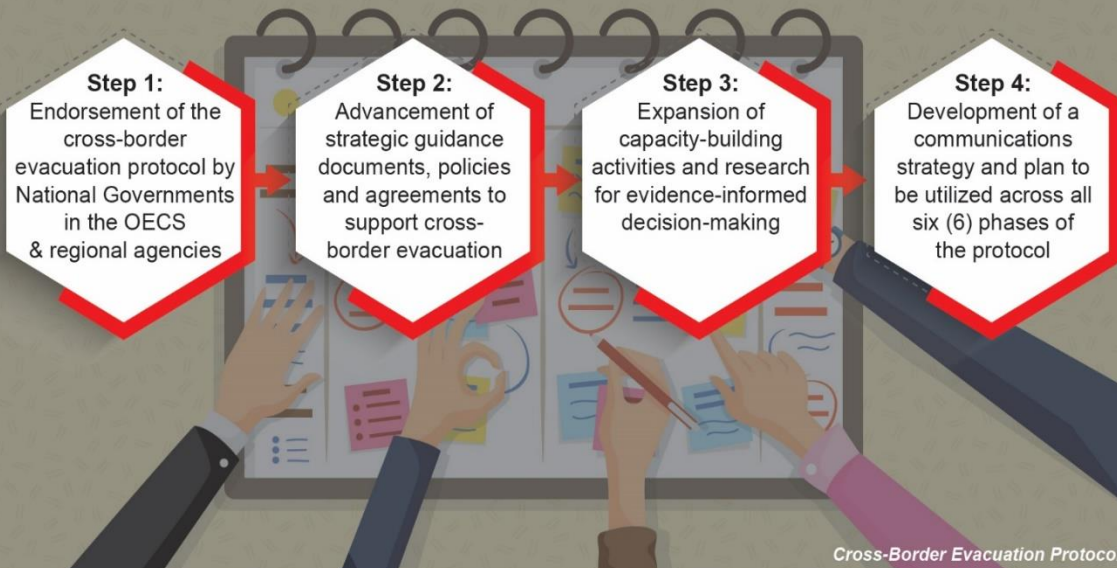
- i. To enhance strategic planning and co-ordination in the area of cross-border evacuation in the Region.
- ii. To identify key inputs and/or tools required for strengthened humanitarian protection that is rights-based, inclusive and non-discriminatory.

Recommended Action Point #1: Strategic Planning, Research and Communications

Recommended Action Point #1

Strategic Planning, research and communications

Strategic planning, research and crisis communication are critical steps to be taken during the first phase that is, the planning stage of the cross-border evacuation protocol among Members and Member States of the OECS in collaboration with the CDEMA. By consolidating existing and developing new guidance documents, plans, policies, tools and mechanisms to manage recommended action steps, capacities and resources across all phases, it is anticipated that there will be stronger coordination and dialogue in regional disaster management, communications, human mobility, monitoring and evaluation and, security during an onset disaster. Stronger coordination and dialogue will also aid in eliminating the duplication of efforts and resources and, facilitating the uptake of shared, credible for evidence-informed decision making.



To execute the requisite, technical planning, the following procedures are recommended to be executed by the identified key Stakeholders:

Step 1: Endorsement of the Cross-Border Evacuation Protocol by National Governments in the OECS and Regional Agencies - OECS Commission, CDEMA and CARICOM IMPACS

- i. The OECS Commission in collaboration with CDEMA and other agencies such as CARICOM IMPACS must aim to spearhead the uptake and actioning of the Cross-Border Evacuation Protocols in the Region through the convening of strategic meeting vis-à-vis a select, existing working platform in support of furthering the development, awareness, legitimacy, application and relevance of this instrument.
- ii. The OECS Commission and CDEMA must stage strategic dialogue and action planning in collaboration with relevant Heads of Government and, both regional and national, high-level officials representing Disaster Management, Security, Immigration, Foreign Affairs, Humanitarian Response, Social Welfare, Healthcare, Education, Social Development, Labour and other related sectors on the uptake of the Protocol.
- iii. Strategic dialogue and action planning must involve exchanges on items such as the evacuation response requirements across all six (6) Phases, status of existing, regional and national response mechanisms and capacities, human protection risks and threats, international humanitarian support and technical assistance, legislation, financing, training, communications and recovery. An action plan with a built-in implementation schedule, key outputs and results can be developed and agreed upon to hold the relevant parties accountable to the uptake of the Protocol.

Step 2: Advancement of Strategic Guidance Documents, Policies and Agreements to support Cross-Border Evacuation

- i. Stakeholders identified above must review and consolidate all regional and national, supporting guidance documents, plans, policies and/or tools that address human mobility in the OECS during a sudden-onset disaster and humanitarian crisis. For example, instruments such as Memoranda of Understanding (MOU) or regional Ministerial Declarations that either exist or need to be developed between Governments who represent countries of origin and, host countries, must be actively pursued. Such instruments must consider and reinforce the Cross-Border Evacuation Protocol, its Phases, Recommended Action Points, Actionable Steps and need for detailed resources.
- ii. In particular, these strategic guidance documents, policies and agreements must tackle issues related but not limited to the following:
 - Immigration Documentation (temporary versus permanent), criteria and requirements and treatment of affected populations between home and host/receiving countries. This will involve Government stay-permits (issuance, renewal, expiration and termination) in support of affected persons' access to durable solutions, protection serviced and their rights as it relates to livelihoods and welfare related items such as education, childcare, decent work, psycho-social assistance and healthcare.
 - Treatment of foreign nationals and the engagement of their respective Consular Services.

- Treatment of sensitive groups of persons such as those who are incarcerated, detained, live on the streets, have terminal illnesses and are unaccompanied and separated from their families especially, minors.
 - Legal Waivers accessible on a case-by-case basis.
 - Safety and Security practiced by law enforcement officials throughout all Phases of the Cross-Border Evacuation Protocol.
 - Core Humanitarian Standards and Standard Operating Procedures (SOPs) to be practiced in areas of Water Supply, Sanitation and Hygiene Promotion (WASH), Food Security and Nutrition, Shelter and Settlement as well as Healthcare.
 - The streamlining of Age, Gender and Diversity (AGD) in all actions and steps taken so that affected persons' unique priorities, needs and strengths are considered and catered to.
- iii. Regional and international guidance documents that will be pertinent to some of the points discuss may include (but are not limited to): [CARICOM's Protocol on Contingent Rights](#), [the Sphere Handbook](#), [UNHCR's Integration Handbook for Resettled Refugees](#), [A Model National Comprehensive Disaster Management \(CDM\) Policy for Caribbean Countries](#), [CARICOM's Crime and Security Strategy](#) and [Community-Based Early Warning System Guidebook for the OECS](#).

Step 3: Expansion of Capacity-Building Activities, Assessments and Research for Evidence-Informed Decision-Making

- i. Stakeholders mentioned above must explore gaps in the region's collective capacities as well as, countries' individual capacities required across technical, financial, human, technological, environmental, infrastructural and security areas. These gaps must be further addressed in a joint manner through planned and continuous assessments that confirm the strengths of countries and make recommendations to addresses the weakness of others. Assessments that target countries and state institutions' infrastructural capacities and safety standards (i.e. warehouses, shelters, assembly/muster points, different mediums of transportation, etc.), humanitarian and relief supplies, country population data with demographic information for all communities, levels of public awareness and preparedness at the national and regional levels as well as, database of criteria and checklists/tools used for screening, registration, verification and administration of support to affected population and, those deemed as most vulnerable owing to their needs.
- ii. Relevant stakeholders must privilege such assessments in the Planning Phase to privilege the documentation and application of current research and data on issues related to disaster management, human mobility and security pertinent to all six (6) Phases of the Cross-Border Evacuation Protocol. Action planning and decisions taken by the OECS Commission, CDEMA and its cooperating stakeholders at this regional level must be informed by research briefs, papers and, guidance documents that provide credible qualitative and quantitative accounts of the Region's capacity and best practices when faced with facilitating the safe movement of persons during a disaster.
- iii. The outcome of assessments presented in research briefs, papers and, guidance documents must be continuously examined, updated, discussed and applied within the context of the Cross-Border Evacuation Protocol to further the Recommended Action Plan and, strategic allocation of expertise, resources, training, technical assistance and humanitarian relief throughout all six (6) Phases.

Step 4: Development of Communications Strategy and Plan to be Utilized Across all Six (6) Phases of the Protocol

- i. The OECS Commission, CDEMA and cooperating Stakeholders must collaborate on the development of a crisis communication strategy and plan that supports the implementation of the six (6) Phases of the Cross-Border Evacuation Protocol, in the context of a sudden-onset disaster. While it is understood that communication protocols already form part of most states' national disaster management plans, there is still need for the OECS Commission and CDEMA to actively contribute to the development, validation and dissemination of awareness materials, key early warnings, advisories, alerts and updates during the implementation of the Protocol.
- ii. This Crisis Communications Strategy and Plan must clearly speak to all aspects of internal and external communication to be developed, managed and facilitated pre-, during and post-implementation of the Protocol. Stakeholders, key messaging, communication products, technical resources, a budget and other elements key to this strategy and plan must all be discussed and detailed.
- iii. The OECS Commission, CDEMA and cooperating stakeholders can explore creative, traditional and contemporary dissemination tools in various languages that enhance Regional and National awareness among various target groups, including foreign nationals who may be visiting or residing in a particular state affected by a sudden-onset disaster. Accompanying activities that help strengthen persons' awareness on the Protocol and, collective buy-in to support its roll-out can be explored and supported by identified stakeholders. These activities can range from national sensitisation quizzes among children to town halls in community-spaces that foster dialogue.

Snapshot of Key Resources

- i. Existing platform that already comprises of representatives from the OECS Commission, CDEMA and other technical experts and authoritative bodies that work on areas linked to disaster management, human mobility and security.
- ii. An inventory or database of existing supporting guidance document, plans and/or policies such as MOUs and Ministerial Declarations to strengthen legitimacy, uptake, relevance and implementation of the protocol.
- iii. An Action Plan to support the mobilisation of support and technical expertise for the six (6) phases of the protocol.
- iv. A Crisis Communications Strategy and Plan to activate early warning systems, advisories, alerts, updates and other key messages.
- v. A research agenda that focuses on human mobility and security within the context on sudden-onset disasters.

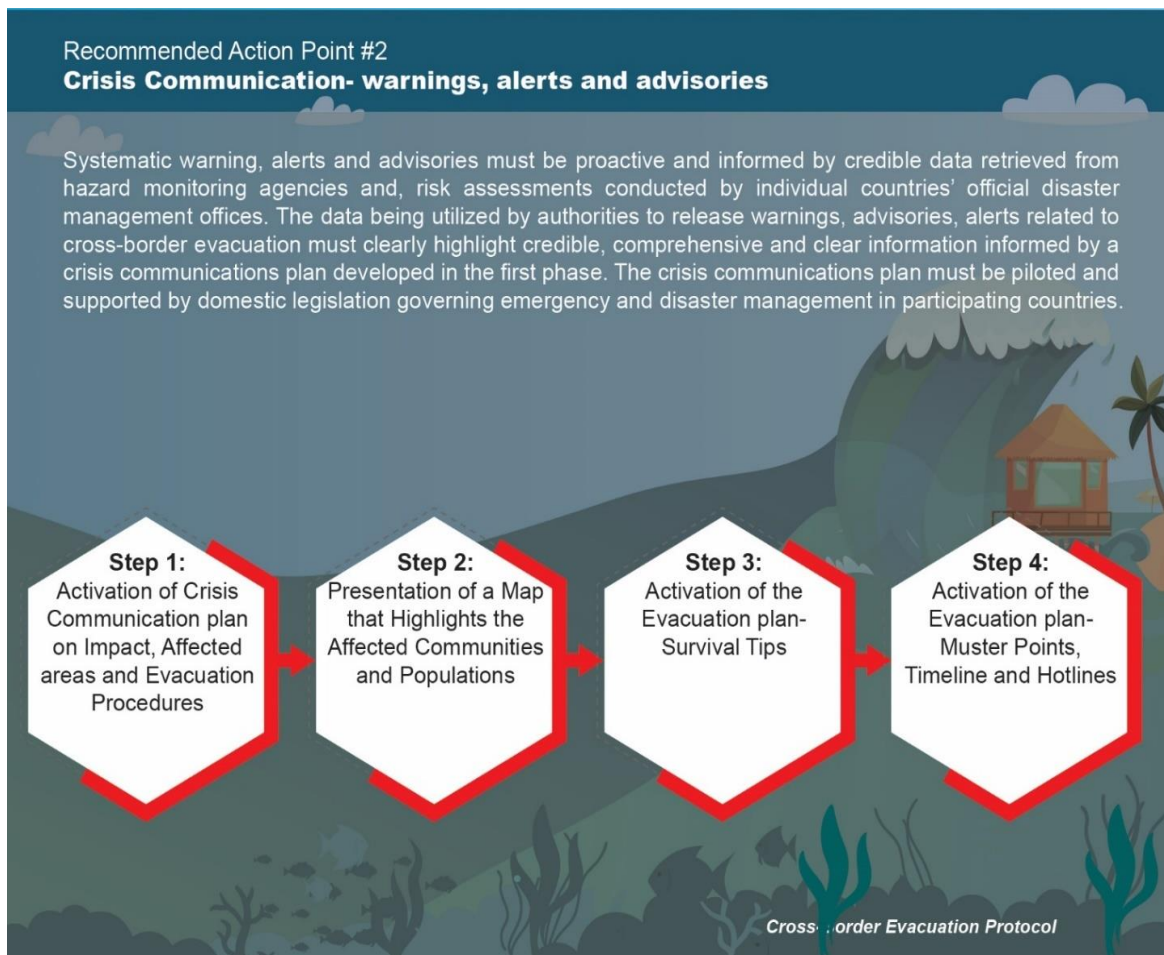
The Activation Phase

The **Activation** Phase of the Cross-Border Evacuation Protocol entails the steps taken by officials to provide **systemic and continuous warning, alerts and continuous advisories** to vulnerable populations identified as being at-risk of immediate or forecasted danger owing to a disaster and, to activate **Assembly/Muster Points Services** to receive affected persons for onward transfer to a nearby, host country.

Objectives include:

- i. To alert the general affect population and those who are most at-risk of the disaster, its progression, risks, threats and potential impact.
- ii. To activate Evacuation Assembly/Muster Points in preparation for cross-border movement.

Recommended Action Point #2: Crisis Communication- Warnings, Alerts and Advisories



To effectively provide information to the public, the following procedures are recommended to be executed by the identified key Stakeholders:

Step 1: Activation of Crisis Communication Plan on Impact, Affected Areas and Evacuation Procedures

- i. A mass public campaign must be issued on the type of hazard, its magnitude, progression, potential threats, risks and impact as well as the populations deemed to be most at-risk and in need of urgent evacuation, security and protection. Timely communication and sensitisation campaigns are pivotal in alerting affected populations on the information outlined above, while activating their evacuation across borders.
- ii. Usage of accessible channels of communication such as Radio, Television, Print Media, Text Messages on mobile phones, social media platforms to disseminate nation-wide messages are encouraged.
- iii. Additional community-based, Public Address (PA) or Alert Systems such as vehicle messaging systems that can reach remote locations and provide communities with quick and reliable information on the evacuation process are recommended. This can be supplemented by local meetings if time permits.

Step 2: Presentation of a Map that Highlights the Affected Communities and Populations

- i. A mapping must be presented on the geographic locations, that is, the communities with affected populations in need of evacuation and protection reside. Additionally, an official timeline for the execution of the evacuation across borders must be included.
- ii. The identification of evacuation assembly/muster points in communities and tips to identify officials conducting the Evacuation Protocol are imperative. Tips accompanying this map must outline well-defined travel and safety tips for all persons especially those identified as being more at-risk and vulnerable (e.g., women, children, the elderly and persons with special needs) as well as, a list of emergency hotline numbers for families/persons requesting urgent assistance to evacuate their immediate homes and communities.

Step 3: Activation of the Evacuation Plan- Survival Tips

- i. In order to minimise risks and prevent any harm while participating in the evacuation process, immediate life-saving tips must be shared with individuals and families. These tips can communicate house preparedness activities such as the securing of windows and doors, gathering of important identification documents and the creation of a 'go bag' with essential items such as clothing, water, food and medicine.
- ii. Note: Key items and/or documents are required by persons being evacuated in order to validate their individual identities. This must be highlighted in public alerts and information campaigns. These include documents such as birth certificates, national identification cards, drivers' licenses, marriage certificates, passports, academic and professional certificates and any other type of official permit relevant to the country and/or region of an affected person on the move.

Step 4: Activation of the Evacuation plan- Muster Points, Timeline and Hotlines

- I. Emergency hotline numbers for persons requesting urgent assistance with relocation of family members and friends to evacuation assembly/muster points must be provided. These persons identified as most vulnerable- women, children, the elderly and persons with special needs, may all require assistance to be transported to the required evacuation assembly/muster points owing to their functional and access needs.
- II. Continuous advisories on the timeline against the progression and impact of the threat must be updated and issued to the affected population. These advisories must again be updated and officially issued by the national disaster management authority.
- III. Any diversion and/or changes with respect to planned assembly/muster points must be communicated to the affected population. For instance, if a planned assembly/muster pointy becomes inaccessible or damaged owing to the sudden-onset disaster, any change in location sanctioned by the national disaster representative, must be communicated.

Snapshot of Key Resources:

- i. Monitoring and Evaluation data and, information.
- ii. Communication materials and key resources on evacuation procedures and tips.
- iii. Public Announcement (PA) Systems.
- iv. Diverse types and channels of media for Mass Communications (e.g., Radio, Television and Print).

Recommended Action Point #3: Evacuation Assembly/Muster Point

Recommended Action Point #3 **Evacuation Assembly/Muster Point**

While the official crisis communication is ongoing, it is recommended that the official disaster management office, in collaboration with a steering committee of decision-makers representing the public and private sectors of the affected country or countries, mobilise all pre-determined logistics and resources needed at the evacuation assembly/muster points and, ports of departure. This steering committee must consist of expertise, resources and knowledge from sectors and/or communities engaged in health, law enforcement/security, the environment, business, mass communications, humanitarian assistance and social welfare as obtained under the wider National Emergency Management Organizations that exists in OECS Member States.



To mobilise evacuation Assembly/muster Points, the following procedures are recommended to be executed by the identified Key Stakeholders:

Step 1: Activation of Assembly/Muster Points, National Disaster Representatives and Supporting Response Teams

- i. Each evacuation assembly/muster point must have the required infrastructural capacity to hold a pre-assessed, estimated number of persons being directed to that specific point from nearby, affected communities.

- ii. Sufficient and designated national disaster representatives, coordinators, first-responders, volunteers and law enforcement officials must be stationed at each assembly/muster point to receive affected persons who are about to be evacuated from their country of origin. These persons should have been pre-selected, engaged in requisite training and simulation exercises, and also, in receipt of proper and easily identifiable humanitarian gear in order to best conduct their duties.
- iii. It is advisable that there is a supervisor who oversees all operations at the evacuation assembly/muster point with the support of a minimum of two coordinators, must be identified and appointed by the host country's national disaster office.

Step 2: Assurance of On-Site Security and Crowd Control by Law Enforcement Officials

- i. Law enforcement officials must be stationed at all key entrance points to ensure that protection and safeguarding measures, as well as order, is maintained. Law enforcement officials can represent officials from various Defence Arms of the National Agencies that govern National Security such as Police, Fire and Cadet Forces.
- ii. These officials must support the management of crowd intake and flows at the assembly/muster points and will be stationed there ahead of set-up activities to monitor access to the establishment. For persons and families arriving ahead of time, law enforcement officials will receive necessary guidance by the designated national disaster representative on how to direct persons, where to temporarily hold them and what messages to communicate. This can be supported with the assistance of volunteers.

Step 3: Activation of Reception Stations at Assembly/Muster Points with Relevant Officers and Volunteers

- i. Reception officers must be on-site at different stations to receive affected persons and families.
- ii. Volunteers must be positioned to support crowd management, provide information and answer questions posed by affected persons, as well as lend general support to those identified as more vulnerable such as the elderly, unaccompanied minors, pregnant women and persons with special needs.

Step 4: Mobilisation of First-Responders to Provide Specialized First Aid, Mass Care and/or Assistance to Most Vulnerable

- i. First-responders who are certified in healthcare, psychology and protection services must also be on-site to lend specialized services to treat with persons who may need medical, psycho-social and/or protection support.

Snapshot of Key Resources:

- i. Evacuation Assembly/Muster Point that is, a centralized and accessible community facility with durable infrastructure and capacity to accommodate the affected population.
- ii. Reception Checklists, Tools and Information Database.

- iii. Designated National Representatives, First-Responders, Coordinators, Volunteers, Law Enforcement Personnel and First-Responders with specialized skill-sets.
- iv. Basic Necessities such as Food, Water, Medication, Warm Clothing and/or Blankets, First-Aid Kits and Dignity Kits that are tailored to meet special needs of persons such as Babies, Pregnant Women, Children and the Elderly.

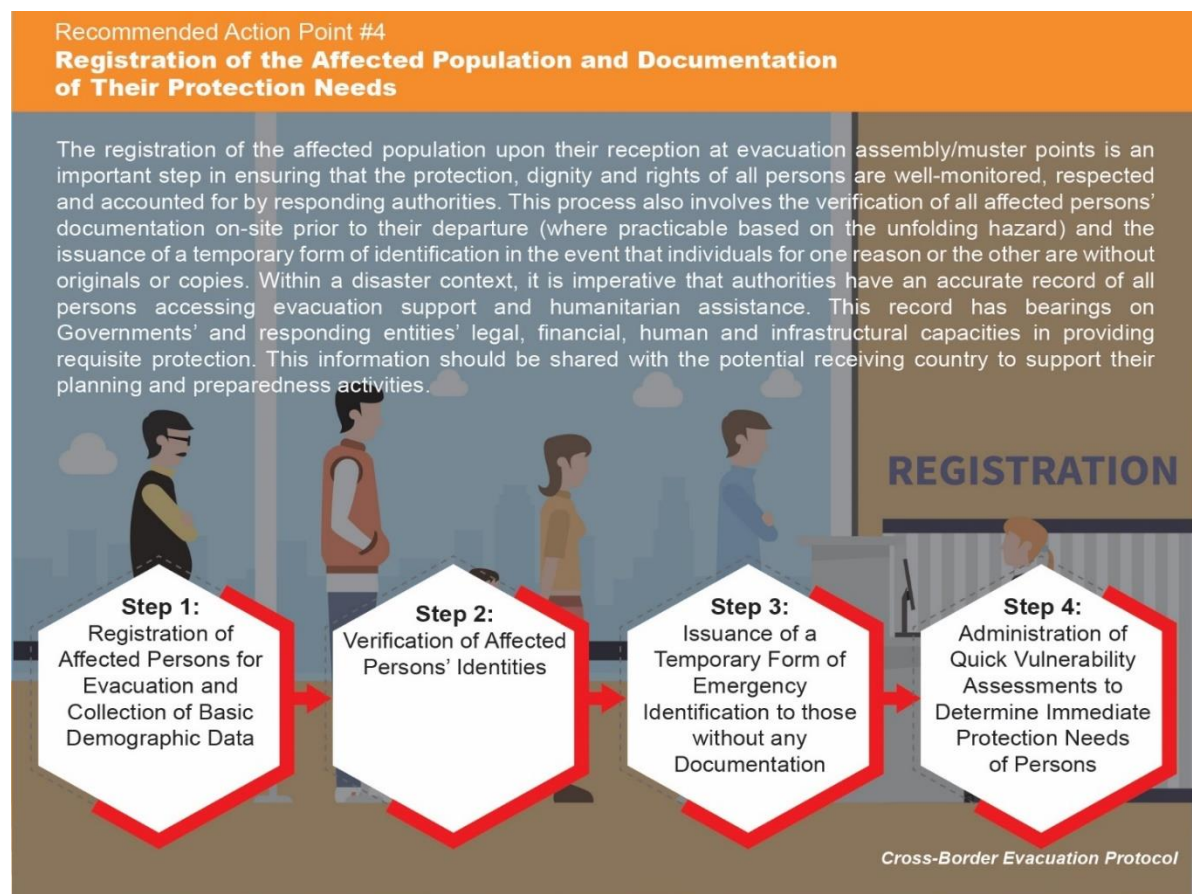
The Pre-Departure Phase

The **Pre-Departure** Phase of the Cross-Border Evacuation Protocol entails the steps taken by officials to **register all affected persons** in preparation for departure, **verify their documentation** and **collect sufficient information on general protection challenges and needs**, in preparation for their transfer to and arrival in the receiving or host country/countries.

Objectives include:

- i. To register all affected persons, verify their government-approved identification documents and, provide emergency documents where there is an absence of such.
- ii. To collect data on general protection challenges and needs from affected persons.

Recommended Action Point #4: Registration of the Affected Population and Documentation of their Protection Needs



To prepare the affected population for departure, the following procedures are recommended to be executed by the identified key stakeholders:

Step 1: Registration of Affected Persons for Evacuation and Collection of Basic Demographic Data

- i. Reception officers ensure that all affected persons are registered and that their supporting identification documents are presented on-site. Registration must entail the collection of basic demographic data (e.g., name, age, gender, nationality, place of residence) that if time permits, can be verified against at least one form of official identification. See Step three (3) below for step to be taken in the absence of a valid form of identification.

Step 2: Verification of Affected Persons' Identities

- i. For the verification step, it is recommended that a volunteer specifically assists with this, in order to ensure that there is no room for delays and setbacks at the Assembly/Muster Point.

Step 3: Issuance of a Temporary Form of Emergency Identification to those without any Documentation

- i. In instances where there are persons without any form of identification, reception officers must issue a temporary form of identification prior to departure so as to allow for accountability for these persons when under the legal supervision of officials responsible for the evacuation, both in the country of origin and the host destination.

Step 4: Administration of Quick Vulnerability Assessments to Determine Immediate Protection Needs of Persons

- i. Vulnerability Assessments where feasible or necessary at this stage must be quickly performed. This information will ensure that authorities on both the country of origin and the host destination can properly account for, track and monitor all persons on the move, while ensuring that sufficient and urgent humanitarian assistance and protection services are mobilised during their journey and upon their arrival.
- ii. It is expected that this information will be stored on a shareable database so that officials concerned with disaster management, border security and management and social protection services can be made adequately aware of the population and their needs for appropriate referral mechanisms and support to be activated in the receiving/host countries.
- iii. In instances where minors are presented as unaccompanied or separated from a parent, relative and/or guardian, there must be adequate child protection support on-site to conduct a rapid assessment in the best interest of the child and ensure that the required safeguarding measures are put in place for state care/supervision prior to departure. Also, the best interest (of the child) principle must be applied in treating with this type of situation.

- iv. Once registered and verified, all affected persons will be systematically ushered into different groups (e.g., Group A, B, C, etc.). Each group must be supervised by the designated national representative or supporting volunteers.

Snapshot of Key Resources:

- i. Devices such as a tablet to quickly register all affected persons and upload at minimum, one corresponding form of identification. Ideally, these devices should have adequate storage and data sharing capacities so that, disaster management and security officials of both the country of origin and, host county have access to this information pre-, during and post-departure.
- ii. Temporary and durable cards that can be issued on-site for persons without any form of identification.
- iii. Vulnerability criteria/checklist to determine protection risks and needs.
- iv. Reception Officers, Reception Volunteers and, persons equipped to document and if possible, lend immediate support to protection issues as they are presented at the point of registration (e.g., incidents of unaccompanied and separated minors, Sexual and Gender-Based Violence incident reports, etc.).

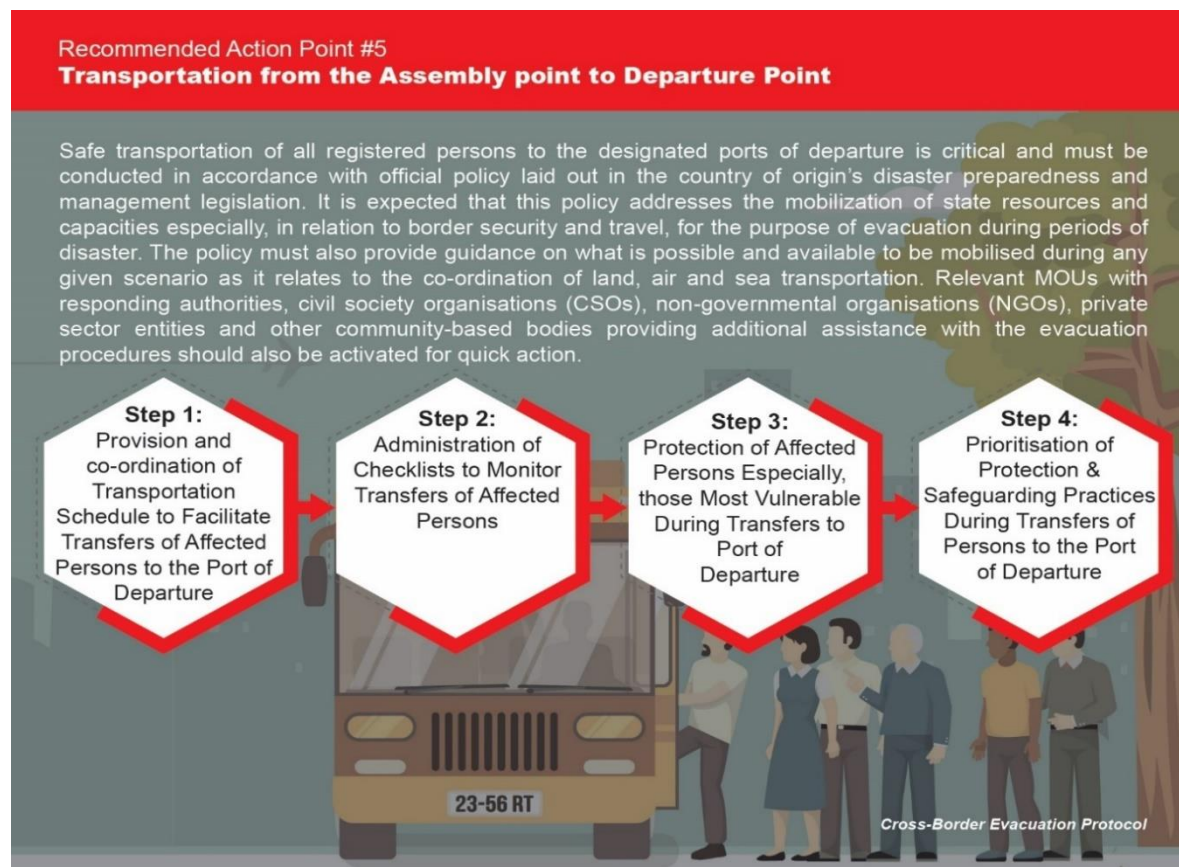
The Departure and Transit Phase

The *Departure and Transit* Phase of the Cross-Border Evacuation Protocol entails the steps taken by officials to safely **transport affected persons to official ports of departure** identified by National Governments, **ensure that persons embark on the mode of transportation** (sea or air transport) and **secure their lives during the transit** to the receiving or host country.

Objectives include:

- i. To facilitate the safe transfer of affected persons from the assembly/muster point to the port of departure and onward to receiving /host country.
- ii. To ensure that all affected persons safely participate in and follow embarkation and immigration procedures.
- iii. To safeguard the lives and well-being of all affected persons during sea/air transit.

Recommended Action Point #5: Transportation from the Assembly Point to Departure Point



To facilitate the safe transportation of affected persons to designated ports, the following procedures are recommended to be executed by the identified key stakeholders:

Step 1: Provision and Co-ordination of Transportation Schedule to Facilitate Transfers of Affected Persons to the Port of Departure

- i. Designated authority or volunteer liaising with decision-makers in disaster management and border security officials must provide group leaders with a transportation schedule which clearly outlines all modes of transportation, capacity to hold affected persons as well as, the timetable for pick-up and drop off.
- ii. Priority should be given to persons deemed to be more vulnerable and those with special needs in the transfer process. Any supporting resources or special, technical assistance required to complete this task should have been already identified at the point of registration and be available for mobilization at this stage.
- iii. Any task therefore related to baggage loading and boarding must be done based on the above prioritisation conducted.

Step 2: Administration of Checklists to Monitor Transfers of Affected Persons

- i. Group leaders, with support from their assigned volunteers and checklists, must provide clear instructions on the next steps to the affected persons in their Zone and under their watch. That is, all affected persons must be properly briefed on the transportation schedule, modalities, what they can expect, how they can assist the evacuation team to successfully complete procedures, tips that they can practice to mitigate any protection risks and threats experienced along the way and, how they can continue to alert their group leader and/or volunteers of any issue or discomfort.
- ii. As official emergency transportation arrives (e.g., trucks, maxis, vans and other vehicles) group leaders and volunteers, with the support of reception officers, can systematically usher their groups for boarding while monitoring via a checklist/log tool everyone's transfer.

Step 3: Protection of Affected Persons Especially, those Most Vulnerable, During Transfers to Port of Departure

- i. First-responders providing specialized support such as first-aid, must continue to work within groups to respond to any issues or discomfort raised.

Step 4: Prioritisation of Protection and Safeguarding Practices During Transfers of Persons to the Port of Departure

- i. Each group being transported must be accompanied by a lead volunteer on the way to the designated port. This volunteer must ensure that safeguards are followed on this leg of the journey and must also observe and note any protection incidents that may arise. Should there be need for back-up support and/or emergency assistance between the assembly/muster point and port, the volunteer should be provided with means of contacting disaster management focal points stationed at the port for advice.
- ii. If in the event, evacuation routes such as roadways are blocked owing to landslides, flooding and/or any other disruption suddenly triggered by the disaster, this information should be detected by disaster officials and provided to response teams.

Snapshot of Key Resources:

- i. National Disaster Representatives, Coordinators, Reception Officers, Specialized First-Responders, Law Enforcement Officials and Volunteers.
- ii. Assembly/Muster Point Checklist/Log Tool and Device.
- iii. Secure and available modes of transportation to transfer affected persons from point A (assembly/muster point) to point B (designated port of departure).
- iv. First-Aid Supplies for the continued, immediate and emergency care.

Recommended Action Point #6: Embarkation at the Departure Point

Recommended Action Point #6

Embarkation at the Departure Point

At sites of embarkation, authorities working in disaster management, law enforcement and border security must provide guidance to all affected persons arriving in their groups with volunteers, reception officers, disaster coordinators and, first responders. At this juncture, these authorities must ensure that a clear system is put in place to guide persons onto the pre-determined mode of transportation for crossing borders in an effective and orderly manner that maintains appropriate safeguarding principles for all vulnerable persons. Where added care and special assistance are required for affected persons, the process of embarkation at the port of departure must accommodate such requests with minimal disruption.



To guide the safe and orderly embarkation of affected persons, the following procedures are recommended to be executed by the identified key stakeholders:

Step 1: Activation of Reception Services for Affected Persons at the Designated Port of Departure

- i. Authorities, coordinators and volunteers working in the areas of disaster management, law enforcement and border security must be positioned to receive and guide affected persons and their baggage onto the selected mode of transportation in a safe and orderly manner. These are reception services at the port for the purpose of facilitating departure.
- ii. These embarkation site personnel must clearly map out passageways and identify marked, holding bay areas/zones where affected persons accompanied by evacuation teams will be received and processed for boarding purposes.
- iii. As they are being processed, groups must be maintained in order for their respective evacuation team leads and supporting personnel to continue monitoring/tracking their movements, safety, dignity and rights.

Step 2: Verification and Stamping of Identification Document(s) by Immigration Officials

- i. Immigration personnel must also be positioned at this juncture to stamp documents as persons proceed to board the ship or aircraft to signal their official departure from the country of origin.
- ii. In the event that team leads note cases of missing persons (between the transfer from the assembly point to the port), law enforcement personnel must be quickly notified and this incident logged in a respective incident checklist/log tool on their devices. Logged cases should clearly correspond to a pre-recorded, unique identity found in the affected person database.
- iii. Again, it is recommended that a shared, digitised system and/or tool such as a data management system be set-up (see the planning phase) between the Ministry that treats with National Security and Immigration in countries of origin and host countries for the purpose of sharing and protecting information such as demographic information of the affected population.

Step 3: Provision of Embarkation Instructions and Special Assistance to Affected Persons Boarding Evacuation Ship or Aircraft

- i. Embarkation site personnel must ensure that all affected persons are properly boarded, securely seated and informed of all safety procedures for departure. Special assistance must be provided to those groups who have been identified as more vulnerable.
- ii. In instances where persons report missing baggage, personnel assisting with embarkation must work to de-escalate the situation and ensure that the evacuation process continues with minimal interruption. An incident report must be logged that corresponds to a pre-recorded, unique identity in the system.

Step 4: Prioritisation of Protection and Safeguarding Practices During Embarkation in Preparation for Departure

- i. Personnel managing the seating of affected persons must make deliberate efforts to maintain families and children together to avoid further harm and possible occurrences of separation, child protection issues and sexual and gender-based violence (SGBV).

A Snapshot of Resources:

- i. National Disaster Representatives, Coordinators, Reception Officers, Specialized First-Responders, Officials and Volunteers involved in Disaster Management, Law Enforcement, Border Security and Immigration.
- ii. Embarkation Checklist/Log Tool, Incident Reporting Tool and Devices.
- iii. Mode of Transportation- Air or Sea.
- iv. First-Aid Supplies for the continued, immediate and emergency care and, medication.
- v. Food Supplies, Drinking Water, Masks, Flashlights, Radios, Blankets, Sanitary Supplies and other Hygiene Items specific to groups such as Pregnant Women, Lactating Mothers, Babies, Children, the Elderly and Persons with Special Needs.

Recommended Action Point #7: Departure and Transit

Recommended Action Point #7 Departure and Transit

The departure of affected persons from their country of origin towards their assigned host country in a neighboring OECS state is an action point where the preservation of life is of critical importance. In this step, all evacuation personnel onboard specifically assigned to transit duties must ensure that the health and well-being of all persons are prioritized and safeguarded. In instances where special care and/or assistance is needed, there must be first-responders and volunteers with requisite medical and psycho-social skills and resources to lend immediate and urgent support.



To ensure that affected persons' health and well-being are preserved during transit, the following procedures are recommended to be executed by the identified key stakeholders:

Step 1: Conduct of Routine Wellness and Protection Checks During Transit by Evacuation Team

- i. Evacuation personnel assigned to transit duties must routinely check on all affected persons and attend to their request for help, care, special assistance and information.

Step 2: Prioritisation of Special Care/Assistance for Persons who are Most Vulnerable

- i. Lactating mothers, pregnant women, the elderly, children, babies, individuals with special needs and others who are identified as most vulnerable must be prioritized and afforded close attention to ensure that their rights are respected and requests are responded to in a dignified manner.

Step 3: Administration of Basic Supplies such as Food and Drinking Water to Affected Persons During Transit

- i. Routine distributions of adequate food, drinking water, medication according to proper dosage and other sanitary supplies must be scheduled and adhered to by the transit staff. For medication, only first-responders with requisite authority can administer such.

Step 4: Provision of Clear and Comprehensive Updates, Reminders and Tips to Affected Persons During Transit

- i. The transit staff inclusive of the captain (sea or air) must routinely provide the affected persons being transported with sufficient, comprehensive and timely updates on their journey such as, expected time of arrival along with details on what they can expect upon arrival. It is expected that focal points onboard will be in constant contact and communication with officials in the receiving/host country in preparation for arrival.

A Snapshot of Resources:

- i. Evacuation Transit Staff inclusive of First-Responders with specialized skills-sets: Sea/Air Captain and Supporting Staff, Disaster Management Officials, Law Enforcement Focal Points and Border Security and Immigration Personnel.
- ii. Incident Reporting Tool and Devices.
- iii. First-Aid Supplies for the continued, immediate and emergency care and, medication.
- iv. Food Supplies, Drinking Water, Masks, Flashlights, Radios, Blankets, Sanitary Supplies and other Hygiene Items specific to groups such as Pregnant Women, Lactating Mothers, Babies, Children, the Elderly and Persons with Special Needs.
- v. Information Updates/Materials.

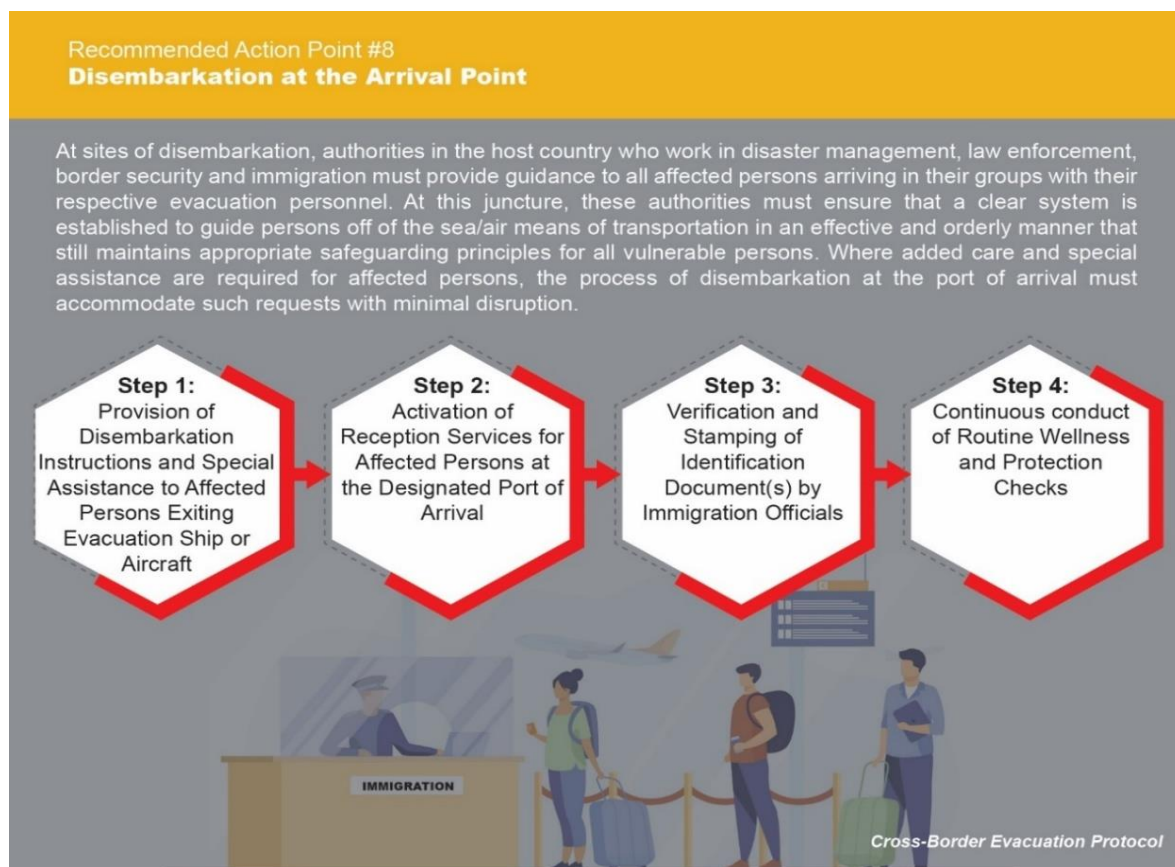
The Arrival Phase

The **Arrival** Phase of the Cross-Border Evacuation Protocol entails the steps taken by officials to safely **disembark and process** affected persons at the designated port of the host country and **provide comprehensive and basic protection services** such as safe shelter, healthcare, psycho-social support, food and proper sanitation support. The disembarkation of affected persons and the activation of protection services must be pre-planned and approved in collaboration with the designated OECS host country that will be providing temporary security, relief and humanitarian assistance. To best regulate this collaboration, it is expected that instruments such as a Memorandum of Understanding (MOUs) that are aligned to Regional policies such as Standard Operating Procedures (SOPs) are set-up and followed.

Objectives include:

- i. To ensure that all affected persons safely participate in and follow disembarkation and immigration procedures.
- ii. To activate access to comprehensive and basic protection services upon arrival.

Recommended Action Point #8: Disembarkation at the Arrival Point



To guide the safe and orderly disembarkation of affected persons, the following procedures are recommended to be executed by the identified key stakeholders:

Step 1: Provision of Disembarkation Instructions and Special Assistance to Affected Persons Exiting Evacuation Ship or Aircraft

- i. Authorities, coordinators and volunteers who work in areas of Disaster Management, Law Enforcement, Immigration and Border Security in the host country must be positioned to receive and guide affected persons and their baggage off the ship or aircraft in a safe and orderly manner.
- ii. These disembarkation site personnel must clearly map out passageways and identify marked, holding bay areas/zones where affected persons accompanied by evacuation teams will be received and processed for arrival. Special assistance must be provided to those groups who have been identified as more vulnerable.

Step 2: Activation of Reception Services for Affected Persons at the Designated Port of Arrival

- i. Persons must be directed to reception services and, all groups must be maintained, in order for their respective evacuation team leads and supporting personnel to continue monitoring/tracking their movements, safety, dignity and rights.

Step 3: Verification and Stamping of Identification Document(s) by Immigration Officials

- i. Immigration Personnel must also be positioned at this juncture to verify and stamp identification documents to signal their official arrival in the host country. For foreign nationals, the host country's immigration laws (guided by international law) will determine how their documents are verified and stamped in a distinct manner to allow for onward follow-up via case management services later on.
- ii. Evacuation Teams who would have logged incident reports linked to pre-recorded, unique identities in the system must ensure that relevant law enforcement and protection authorities can access this secured database for follow-up.
- iii. Personnel assisting with the disembarkation and processing of affected persons must make deliberate efforts to maintain families and children together to avoid further harm and possible occurrences of separation, child protection issues and Sexual and Gender-Based Violence (SGBV).

Step 4: Continuous conduct of Routine Wellness and Protection Checks

- i. First-Aid Responders and other volunteers at the reception site of disembarkation in the receiving country must continue to routinely check on all affected persons and attend to their request for help, care, special assistance and information.

A Snapshot of Resources:

- i. Reception Officers, Specialized First-Responders, Officials and Volunteers involved in Disaster Management, Law Enforcement, Border Security and Immigration.
- ii. Disembarkation Checklist/Log Tool, Incident Reports/Data and Devices.
- iii. First-Aid Supplies for the continued, immediate and emergency care and, medication.

Recommended Action Point #9: Provision of Comprehensive and Basic Protection Services

Recommended Action Point #9

Provision of Comprehensive and Basic Protection Services

Host countries receiving affected persons for a temporary period of time must collaborate with relevant stakeholders to provide a range of comprehensive and basic protection services. Data gathered at the assembly/muster points in the country of origin, extracted from incident reports and provided via self-referrals on arrival can serve to best guide authorities and first-responders in host countries on the type of services, expertise, resources and other auxiliary support required. This data must be made accessible to receiving countries ahead of the affected population's arrival to ensure that there is sufficient time for preparation. Noting that within the group of affected population there are persons who are more vulnerable owing to factors such as age, gender, medical condition and special needs, host countries are expected to activate a referral pathway that consists of responding agencies and networks that cater to diversity and inclusion in the provision of their response and services.



To facilitate the provision of comprehensive and basic protection services, the following procedures are recommended to be executed by the identified key Stakeholders:

Step 1: Facilitation of Secure Transportation to Designated, Safe Shelters

- i. Transfers to designated that is, pre-determined and approved safe shelters (in the Planning Phase) must be conducted once persons have been processed by Immigration Officials. Safe transportation and shelter accommodation both represent urgent services that will be required to maintain the protection of all persons. Both services and their delivery must be inclusive and should consider the diverse needs of the population that were pre-identified via collection data and incident reports.
- ii. Affected populations and their assigned, evacuation team must maintain their groups and await instruction by the host country officials on a transportation schedule that clearly outlines all modes of transportation, capacity to hold affected persons as well as, the timetable for pick-up and drop off. Host country officials operating in the humanitarian response must also clearly brief the affected population and their accompanying evacuation team personnel on the location, capacity, arrangements, conditions, facilities and regulations at the safe shelters.

Step 2: Activation of National Disaster System including national Emergency Operation Centres (EOC), Humanitarian Response Teams, Law Enforcement Officials and Stakeholders Providing Basic Protection Services at the Designated, Safe Shelters

- i. Pre-transfer to Safe Shelters, affected persons must be presented with information on a slate of protection services that will be provided and the supporting agencies that will be delivering these services. The population must be given an opportunity to ask questions and receive answers that is, more information or further clarification during briefing sessions conducted by the host country's Humanitarian Response Team.
- ii. Pre-transfer, Law Enforcement Officials must be posted at shelters to manage crowds and also, ensure that the safety and protection of all persons are maintained.
- iii. Humanitarian Response Teams must identify leaders to oversee and manage safe shelter quarters and ensure that proper checks are conducted and safeguards are set-up to eliminate and mitigate risks of Child Sexual Abuse (CSA) and Sexual and Gender-Based Violence (GBV). These leaders must also mediate any disputes that can potentially occur among the affected population and ensure that persons deemed as most vulnerable are well-accommodated and protected.

Step 3: Reception of Affected Persons at Designated, Safe Shelters and Facilitation of their Access to Basic Protection Services

- i. Upon arrival at the safe shelter, the affected population must be received by reception services and directed to their designated quarters with access to Water, Sanitation and Hygiene (WASH) that is, safe drinking water, sanitation and hygiene facilities that are also set-up in a dignified manner that respects persons' rights and privacy. Persons deciding to stay with their family or friends in the host country will indicate such to a relevant reception officer with information to assist in follow-up via case management later on.
- ii. In addition to Transportation and Safe Shelters, Disaster Offices, Humanitarian Response Agencies and personnel providing Food, Clothing, Health Screenings, Hygiene Packages, Baby Hampers, Disaster Survival Kits, Informational and Education Material, Legal Advice/Protection Services, Psycho-Social Support and any other service will be routinely set-up on the premises of the Safe Shelter or a common area to accommodate evacuees who made private arrangements.
- iii. Consideration must be given to type of services being rendered and the space required for effective delivery that protects persons' rights. For instance, one -on-one Psycho-Social Support must be done in a manner that honours persons' privacy and therefore, must be set-up in a safe and secure area that is not impacted by noise, activities or movement of other personnel.

Step 4: Provision of Specialized Assistance and/or Secondary Care Required by Extremely Vulnerable Cases

- i. For cases that require secondary medical care and/or any other specialised support that are available off-site and away from the designated Safe Shelter, coordination should be established among humanitarian response personnel, national representatives, shelter leaders, and volunteers to facilitate adequate provision of this service.

A Snapshot of Resources:

- i. National Disaster System, Humanitarian Response Agencies, Disaster Volunteers and Special Resources.
- ii. A Documented Referral Pathway that outlines Emergency Services and participating Agencies.
- iii. Safe Shelter that is adequately outfitted and approved for the secured housing of persons.
- iv. Means of Transportation.
- v. Food Supplies, Clothing, Drinking Water, Masks, Flashlights, Radios, Blankets, Sanitary Supplies and other Hygiene Items specific to groups such as Pregnant Women, Lactating Mothers, Babies, Children, the Elderly, Girls and Persons with Special Needs.

The Post-Arrival Phase

The **Post-Arrival** Phase of the Cross-Border Evacuation Protocol entails the steps taken by officials to provide **sustained follow-up** and **durable solutions** to the affected population. As the affected population is provided with temporary relief, state supervision and care in the host country, there must be procedures established to ensure that referral pathways remain accessible, inclusive and tailored to address protection needs identified. Regarding durable solutions, authorities operating in the response must consider the livelihoods, integration and well-being of the affected population. Long-term, legal solutions that address their temporary displacement through internationally-recommended means namely, voluntary repatriation, resettlement and integration must be considered, strategised and offered to affected persons in a systematic manner that respects their basic, human rights and reduces human insecurities characteristic of displacement.

Objectives include:

- i. To facilitate the provision of sustained follow-up via a robust case management system.
- ii. To ensure that the affected population is assessed and presented with durable solutions towards their protection and empowerment

Action Point #10: Provision of Follow-up Support Via Case Management

Recommended Action Point #10

Provision of Follow-up Support Via Case Management

Following the displacement of the affected population and their relocation to a select host country, it is imperative that humanitarian response personnel in collaboration with Government agencies, multilateral donor agencies, NGOs and CSOs collaborate to sustain the provision of continued care and follow-up. Proper case management systems are therefore required to assess, address, monitor and resolve protection challenges and issues presented by individuals and families. It allows for professionals engaged in social work to co-ordinate, mobilise and advocate for comprehensive services, resources, evaluations and follow-up to be systematically prioritised for vulnerable cases and to be delivered in an efficient and timely manner.



To facilitate sustained follow-up with the affected population, the following procedures are recommended to be executed by the identified key stakeholders:

Step 1: Activation of a Robust and Comprehensive Case Management System

- i. A robust case management system must be implemented by relevant Government Authorities responsible for social services/welfare in collaboration with social work professionals, advocates and volunteers. This system must be guided by Standard Operating Procedures (SOPs) from the point of case opening to closure and, must clearly address the management of individual and group cases (i.e., families) whose cases present a complex range of protection needs that heighten their vulnerability profile and demands a greater mobilisation of service delivery and resources.

Step 2: Administration of Needs Assessments to Develop Case Plans

- i. In the short term, the vulnerability of all affected persons at the safe shelter must be thoroughly evaluated with the use of specific criteria/tools to determine the appropriate type and duration of response required via the case management system. This data must be kept confidential in the case management system which is overseen by a Director/Manager for case management at each shelter site.

Step 3: Monitoring of Case Progression and Treatment of Protection Issues

- i. Each individual or family case must be assigned a case management officer/advocate who is responsible for overseeing the progression of their case and the delivery of comprehensive care and/or special assistance to treat with their unique challenges triggered by displacement. This information would be logged in case files that comprise of unique identifier codes corresponding to persons' identities and group composition that is, family composition.

Step 4: Expansion and Mobilisation of Specialised Services Listed on Referral Pathway

- i. The case management system must be supported by an expanding slate of specialised services in order to adequately address the needs of complex cases that present higher degrees of vulnerabilities and trauma that require longer-term solutions and secondary resources that may not be readily be available at safe shelters.

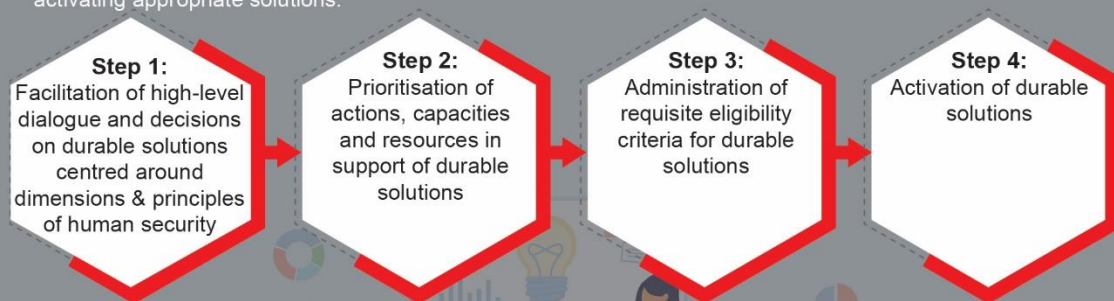
A Snapshot of Resources:

- i. Public and Private Sector Entities with expertise and resources in Social Work and Case Management.
- ii. Trained Case Management Officers, Advocates, and Volunteers.
- iii. Digitised Case Management System with requisite Files, Needs Assessment Checklist/Tools, Follow-Up Report Templates, etc.
- iv. Referral Pathway with access to expanded and diverse services and resources (inclusive of specialists) required for short to medium term care.

Recommended Action Point #11: Provision of Durable Solutions

Recommended Action Point #11 Provision of Durable Solutions

Once affected persons' immediate protection needs have been met, Governments (country of origin and host country) and other stakeholders from the regional and international humanitarian community must convene high-level discussions on the provision of durable solutions for longer-term support. Based on international law and guidance, working with populations who have been displaced on a longer-term basis may require consideration of durable solutions such as voluntary repatriation in safety and dignity, local integration into the host community or resettlement to another country. This evacuation protocol considers steps that must be taken by authorities responsible for the protection, safety and well-being of displaced populations in determining and activating appropriate solutions.



Cross-Border Evacuation Protocol

To facilitate considerations around durable solutions for the affected population, the following procedures are recommended to be executed by the identified key stakeholders:

Step 1: Facilitation of High-Level Dialogue and Decisions on Durable Solutions Centred Around Dimensions and Principles of Human Security

- i. High-level dialogue and negotiations between Governments and relevant authorities representing the country of origin, the host country and wider region must be convened to discuss collective opportunities and challenges on the provision of durable solutions. Legislative conventions, tools and protocols as well as, corresponding requirements to facilitate durable solutions for displaced populations must be considered in these discussions to frame the decisions taken. Other implications relating to society, culture, education, the economy, livelihoods, social welfare systems, politics, security and the environment must also be discussed. Based on the principles of the human security approach, these solutions should be people-centred, multi-sectoral and comprehensive in approach, context specific and prevention-oriented.

Step 2: Prioritisation of Actions, Capacities and Resources in Support of Durable Solutions

- i. Dialogue must be informed by credible and timely data retrieved from case management system and disaster management operations at the National and Regional Level to best guide the prioritisation process. Special technical assistance and capacity-building support can be retrieved from International Humanitarian Agencies such as the United Nations and its relevant bodies - The International Organization of Migration (IOM) and the United Nations High Commissioner for Refugees as well as The International Federation of Red Cross and Red Crescent Societies (IFRC). Regional bodies relevant to this process would include agencies such as The Organisation of Eastern Caribbean States (OECS), The CARICOM Implementation Agency for Crime and Security (IMPACS), The Caribbean Public Health Agency (CARPHA), The Caribbean Disaster Emergency Management Agency (CDEMA) and The Climate Change and Disaster Resilience Unit (CCDRU) of the OECS.

Step 3: Administration of Requisite Eligibility Criteria for Durable Solutions

- i. The affected population must be consulted during the process of developing and providing durable solutions. Continuous and structured assessments on their vulnerabilities, long-term needs, livelihoods status and eligibility to access certain types of durable solutions must be conducted in a systematic manner to also guide the decision-making process at the higher levels.

Step 4: Activation of Durable Solutions

- i. Relevant information and requirements must be communicated through formal channels in the case management system to the affected population on available durable solutions. All appropriate legal support and other special capacities and resources must be mobilised and offered to further secure the safety, welfare and future livelihoods of the affected population in the post-disaster context.

A Snapshot of Resources:

- i. Durable Solutions and requisite Resources and Technical Capacities.
- ii. Data and Research from Governing Agencies and Authorities in Case Management, Disaster Operations, Security and other areas.
- iii. Eligibility Criteria and other applicable Assessment Tools and Devices.
- iv. Experts, Advocates and Officers working in Humanitarian Response, Case Management, Livelihoods Programming and Security.

Accountability to the Affected People (AAP)

Accountability to the affected population is integral to the effective implementation of the Cross-Border Evacuation Protocol and must be streamlined with a participatory approach, across all six (6) Phases, from the Planning to Post-Arrival Phase. Authorities, National Disaster Agencies and First-Responders operating in the Humanitarian Response with the responsibility of providing short-medium-long term relief must be equipped with the right tools and mechanisms to gather information from the affected population and utilise data to ensure adequate and efficient delivery of protection services to evacuees. Again, these tools and mechanisms (e.g. vulnerability criteria, registration forms, vulnerability checklist, etc.) are to be developed and agreed upon during the Planning Phase. It is imperative that regular communications that include announcements, notifications, consultations, information awareness sessions and other types of engagement are considered and executed, in order to keep the affected population well-informed and engaged in all steps and activities designed to cater to their protection. Anonymous Feedback Mechanisms and expert-facilitated, Psycho-Social Sessions should also be implemented through trauma-informed therapy and approaches. Efforts should be made to empower affected persons to voice their concerns, challenges and provide suggestions through safe, inclusive, dignified and accessible means. Furthermore, the affected population must be given opportunities to actively participate in co-designing and rolling-out solutions with relevant authorities.

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