

ENGAGING MIGRANTS IN EMERGENCY PREPAREDNESS AND RESPONSE

Recommended actions for emergency
management actors

MICIC Capacity-Building Tool

MICIC
MIGRANTS IN COUNTRIES IN CRISIS

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Overview

Engaging migrants in emergency management

The inclusion of migrants in emergency preparedness and response is becoming a priority for emergency management actors all around the world, in particular in increasingly diverse neighbourhoods, cities and countries.

In many contexts, emergency management actors are supporting the active engagement of migrants in preparedness, response and recovery. This helps in reducing migrants' vulnerability in emergencies through improved circulation of relevant information and increased grass root response capacity. It also benefits communities as a whole, by allowing emergency management efforts to leverage all locally available capacities and resources.

With their particular abilities and skills, migrant men and women can greatly contribute to emergency preparedness and response, especially in multicultural environments:

- They will have specific knowledge on their community, its norms and beliefs, that can be used to inform emergency management efforts on matters such as perceptions of risk, response behaviours, culture-specific needs or challenges to accessing assistance;
- Their experiences, ideas and capacities can complement existing approaches to emergency management;
- Their integration in emergency management personnel allows to adjust its composition to better match the demographic composition of the communities, and can increase acceptance of, and trust in, emergency management actors by other migrants;
- Their engagement in emergency management work can potentially support a more positive discourse on migrants' presence and role in the host community, and contribute to more inclusive societies.

Emergencies and the role of migrants

With over 250 million international migrants globally, most countries today hosts some type of migrant population. Migrant workers and their families, international students, tourists, business travellers, refugees and people displaced across borders are part of our societies, contribute to their economic development and cultural vitality.

All around the world, whenever disasters, accidents or other emergencies take place, migrants are affected alongside local populations. Migrants may live and work in particularly vulnerable areas, and face challenges to accessing information, resources and assistance due to cultural, linguistic and legal barriers. As a consequence, they often end up among those who suffer the worst impacts.

Making sure that they are informed and prepared to face possible hazards is a key measure to decreasing their vulnerability. At the same time, fully leveraging their skills and resources helps create more inclusive and effective emergency management, and strengthen the resilience of their communities.

A number of international frameworks recognize the importance of these activities. The 2015 Sendai Framework for Disaster Risk Reduction (DRR) calls DRR actors to leverage migrants' presence and abilities in the design and implementation of disaster risk reduction. This recommendation is reiterated in the MICIC Initiative Guidelines to Protect Migrants in Countries Experiencing Conflict or Natural Disaster. Guideline 4, in particular, calls for the active inclusion of migrants in prevention, preparedness, and emergency response systems.

Specific forms of support migrants may be able to provide include:

- **Translation and interpretation services.** Translating communication products and messages or providing interpretation services in emergencies (especially if migrants are specifically trained on topics such as intercultural communication or emergency management terminology);
- **Staffing of key sites and facilities.** Manning multilingual hotlines, shelter registration desks, evacuation checkpoints and other information points in emergencies. This may also encourage other migrants to come forward and seek assistance in these locations;
- **Cultural mediation.** Carrying out or assisting a variety of face-to-face activities for which cultural sensitivity and trust may be essential, such as interviews and data collection, counselling, etc.;
- **Outreach and mobilization.** Disseminating preparedness and response information and coordinating relevant work in their communities, including through further training of fellow migrants on recommended behaviours and responses;
- **Migrant-inclusive planning.** Revising emergency prevention and contingency plans, including emergency communication plans, and plans for evacuation shelters, and arrangements for the stockpiling and distribution of food and non-food items to make sure they adequately cater to the specificities of migrant groups;
- **Advocacy and accountability.** Advising relevant actors on migrant-related issues throughout the relief and recovery process, and ensuring effective information flows among communities and institutions.

Programmes to promote engagement in emergency management

- **Awareness-raising events or campaigns** (for instance on local hazards, preparedness measures or recommended responses)
- **Events to train skills** that are essential for emergency response (e.g. first aid trainings)
- **Workshops for community emergency response teams**
- **Consultations** to gather inputs or feedback on matters related to emergency management (e.g. prevention and preparedness plans, mitigation work)
- **Recruitment events and campaigns** for emergency management volunteers or personnel
- **Drills and simulations**

This tool

This document provides guidance to emergency management actors on how to promote the participation of migrants¹ in emergency awareness, preparedness and response activities through “engagement programmes”.

In many contexts, designing and carrying out programmes to engage people in emergency management is a core function of emergency management actors’ mandate and responsibility. Based on practices and lessons learned gathered from around the world, this tool offers some key recommendations on how to adapt design and implementation of relevant activities to effectively target migrant groups.

This tool applies to a variety of “engagement programmes”, encompassing diverse activities that may improve migrants’ risk awareness,² capacity to respond or willingness to work or volunteer with emergency management actors (see box for some examples of this).

Its recommendations are articulated in 4 main areas (as shown in the diagram below), reflecting some key steps that most of these programmes will need to follow:

- 1. Preliminary steps** organizations need to take in order to successfully embark in engagement programmes, such as ensuring the organization’s internal commitment and carrying out information gathering exercises to better understand the location and composition of local migrants’ groups;
- 2. Establishment of contacts with relevant migrant communities**, in order to set the foundation of the engagement programme and leverage all relevant resources, knowledge and capacities;
- 3. Set up of the engagement events and activities**, with specific attention to the way programmes need to be adapted to fully reflect migrants’ characteristics, their needs and priorities; and
- 4. Follow-up activities** that will be needed in order to ensure that migrants stay engaged.

¹ For the aim of this tool, « migrants » encompass all groups of foreign nationals. However, many of the activities covered by the tool’s recommendations are applicable, as a matter of fact, mainly to those who plan to spend significant time in a given area – and therefore are interested in engaging in local activities.

² For an example of tool that can support this type of work, please refer to MICIC awareness module for migrants, available at <http://micicinitiative.iom.int/preparedness-training-migrants>

1. Preliminary steps of engagement programmes for migrants

- 1.1 Ensuring the buy-in of key staff
- 1.2 Understanding migrant groups
- 1.3 Prioritizing migrant groups and individuals



2. Seeking migrants' buy-in on the engagement programme

- 2.1 Liaising with migrants
- 2.2 Designing and carrying out campaigns to promote engagement programmes
- 2.3 Promoting the buy-in of migrants



3. Adapting the programmes to the characteristics of migrants

- 3.1 Adapting the language of the programme
- 3.2 Adapting the content of the programme
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- 3.4 Including emergency management topics in non-traditional events



4. Keeping migrants engaged

- 4.1 Carrying out activities to sustain migrants' engagement
- 4.2 Building a positive environment

1. Preliminary steps of engagement programmes for migrants

1.1 Ensuring the buy-in of key staff

Processes to engage migrants in emergency management are likely to be long-term efforts, and need to be supported consistently by emergency management actors. The full engagement of their staff at all levels is key, as these programmes will require significant allocation of staff time and financial resources, adaptation of materials and outreach modalities, as well as, potentially, changes to the organization policy, including as related to recruitment.

The benefits of migrant engagement programmes for the work of emergency management actors are multiple, as shown by experiences from all around the world, and it is important to communicate them clearly to the staff:

- **Decreased vulnerability of migrants and populations at large in the face of disasters**, which is key to achieving the core objective of emergency management actors' mandate.
- **Reduced requests for assistance to emergency management actors.** If the risk awareness and preparedness and response capacities of migrants are strengthened, their vulnerability is reduced and individual and community-wide responses to emergencies can be more effective, reducing reliance on the assistance of emergency management actors.
- **Increased pool of available staff.** Migrants can represent a significant share of the local population, and therefore of the local pool of potential staff members and volunteers. By specifically pursuing the recruitment of migrants, the organization may guarantee adequate staffing for emergency management operations.
- **Improved linguistic and cultural diversity.** By engaging migrants, the institution is likely to add new and diverse profiles, which make it better able to serve an increasingly diverse community (multiple languages spoken, more knowledge of migrants' culture and needs, improved trust on the part of migrants).
- **More diverse skills-set among the personnel.** Migrants' diverse skill set and knowledge on matters directly relevant to emergency management mean increased opportunities for learning or finding solutions to key operational/technical problems.
- **Enhanced inclusion and community cohesion.** By engaging migrants, the institution empowers individuals that may potentially be marginalized or discriminated, potentially supporting more inclusive discourses and more cohesive communities.

Engagement programmes have cost implications: in addition to ensuring effectiveness of emergency management efforts in diverse communities (as highlighted above), they can potentially lead to savings in the long term. Costs may include use of staff time and/or resources needed for the adaptation of awareness and training materials, while direct savings may result from increased efficiency of emergency service provision (e.g. improved internal capacity to prevent, mitigate and respond to the needs of individuals of different backgrounds and reduced need for support by external service providers such as interpreters, cultural mediators).

Before the engagement programme even starts (and throughout its course), it is important to ensure that the staff directly working on relevant activities is fully committed to its success. A first step towards this can be to secure institutional commitment to the issue of “migrants’ inclusion in emergency management” through senior management engagement and adequate formulation of the institution’s internal policies and instructions, human resources and capacity-building procedures, and internal information campaigns.

Similarly, it is important to communicate early and clearly the rationale and the objectives of engagement programmes to the rest of the personnel (as well as, potentially, the broader community). Previous success stories can help make the case for such work.³

1.2 Understanding migrant groups

All programmes to engage migrants in emergency management should be based on a solid understanding of the composition of the local migrant communities. This may require gathering data on the size and distribution of the various migrant groups, as well as their socioeconomic characteristics (e.g. language spoken, nationality, religion, gender and age breakdown, level of education, employment situation, immigration status).⁴ This data should inform the design of activities and how they will be carried out: how materials need to be adapted, through what channels outreach will take place, where and when events can take place.

It is important to note that information gathering efforts do not require the collection of individual data – an aggregate snapshot of the profile of the various migrant groups in the area will suffice for planning purposes. In most cases, this information can be collected through existing databases or with the support of key informants (e.g. local governmental authorities, migrant representatives, embassies and consulates). It is recommended to validate the information used for planning purposes with representatives of the migrant community itself.

³ Examples of this kind of work can be found in « Migrants in DRR: practices for inclusion », IOM (2017), available at <https://publications.iom.int/books/migrants-disaster-risk-reduction-practices-inclusion>

⁴ An information gathering tool for mapping and profiling migrant communities is available at https://micicinitiative.iom.int/sites/default/files/resource_pub/docs/12_en_info_gathering_tool-migrant_groups.pdf

1.3 Prioritizing migrant groups and individuals

In certain locations, the information gathering exercise may reveal the presence of a multitude of migrant communities with very different linguistic and cultural backgrounds. If engaging with all the identified local migrant groups at the same time is not practical or possible, decisions may need to be taken on what groups to prioritize. Criteria that can inform this decision include:

- **Size of the migrant group in the area.** Targeting representatives from larger groups can be useful to engage a bigger share of the community. However, smaller groups often have fewer resources, capacities or networks available for self-help.
- **Time since the group's establishment in the area or country.** It is often easier to engage members of better-established groups (including second generations). However, members of poorly established communities are likely to be more vulnerable in emergencies.
- **Demographic characteristics.** Research on this kind of programmes shows that women may be more likely to engage in civic work than men, and older people more than young people. Developing specific programmes targeting children (for example, through schools) can however be very effective.
- **Level of marginalization/vulnerability.** Undocumented migrants, informal workers and migrants in transit present specific conditions of vulnerability in emergencies, but are especially difficult to engage in emergency management activities.
- **Language proficiency and cultural competence.** Limited language proficiency is often one of the most important vulnerability factors for migrants, as it reduces their ability to understand emergency preparedness and response communications and to access assistance. Targeting migrant groups with limited proficiency in the host-country language would help mitigate this barrier and be the opportunity to translate and adapt materials. On the other hand, it can be useful to prioritize groups whose members are on average more proficient in the local language (especially in the pilot phases of the engagement programme).

Such prioritization decisions should always consider the organization's actual ability to reach out to different migrant groups, translate materials or hold activities in a certain language and so on. In any case, all activities should ideally be considered as part of a long-term, inclusive and phased approach and should never be blatantly discriminatory of specific groups (e.g. holding an activity in a specific language is possible, but preventing access based on nationality should not be).

In order to ensure transparency and accountability, the information regarding the criteria used and the decision made should be disclosed and clearly communicated to the whole community.

Eligibility criteria may also need to be established to select specific individual profiles emergency management actors are specifically looking for (e.g. technical or language skills, physical requirements). It is equally important to give such criteria adequate visibility and clearly explain the rationale behind them.

It is recommended to establish a feedback and accountability mechanisms to allow migrants to express their opinion on the process and submit complaints.

2. Seeking migrants' buy-in on the engagement programme

2.1 Liaising with migrants

Building a relationship with migrant communities in advance of an engagement programme is important for the success of such initiatives. This requires identifying key points of contact within the migrant groups (e.g. community leaders and representatives, personnel of community organizations, cultural mediators) who are knowledgeable on each group's characteristics and preferences, conditions of vulnerability and perceptions of risks in the host country.

Liaising with key actors that migrants trust can help identify these points of contact and build a relation between emergency management actors and migrant groups. These actors can facilitate the outreach, and can be engaged to give visibility to, and otherwise support actual engagement activities. Depending on the local context, such actors may include:

- Consulates and embassies;
- Schools and universities (especially for migrant pupils and students);
- Hometown associations and community centres;
- Women's organizations;
- Faith-based organizations;
- Employers and their associations; and
- Unions.

Migrant representatives and other stakeholders should be approached well in advance of planned activities, and their involvement should be sought to:

- Advice on the cultural appropriateness of the engagement programme and its activities and materials for the different migrant groups;
- Advise on relevant channels to disseminate information (invitations, updates, materials, etc.); and
- Champion the engagement programme and relevant opportunities within the community.

Personal contacts between emergency service personnel and migrants is key to building trust, and can be strengthened through mutual visits. Field visits of emergency management staff in key areas can be useful to building a relationship, especially if they are organized in partnership with community leaders and members, or personnel and volunteers of emergency services with migrant background. Such visits can take many forms, depending on the community context and of who the points of contact within the community and intended participants may be (e.g. official events and formal presentations; informal gatherings; participation in community celebrations or sports events). When planning such visits, it is always important to ensure that culture-related issues are adequately considered (e.g. etiquette and age and gender roles, potential sensitivities linked with allegiance to specific groups of personnel or participants).

When liaising with migrants on the content and implementation of the engagement programme, it is important to clarify early on the following aspects:

- Objectives of the programme, and potential benefits for both emergency management staff and migrants;
- Expectations in regard to the participation of migrants in the programme;
- Roles and responsibilities, and type of engagement of the various individuals involved;
- Duration of the programme;
- Success indicators, evaluation and feedback procedures.

It is important to approach the liaison with migrant representatives with an open mind and to put aside any pre-conceived idea on the feedback migrants may provide. The process may take a long time, especially if there is no pre-existent relationship between migrant communities and emergency management actors, or if migrants have suffered negative experiences with local authorities (including, but not exclusively, during recent emergencies). Substantive changes in the engagement programme may be requested at this initial stage, and open dialogue with migrants can help design more effective models of intervention.

2.2 Designing and carrying out campaigns to promote engagement programmes

Information on engagement programmes should be disseminated simultaneously through a variety of channels in order to reach migrant groups effectively. Deciding how to reach out to the different groups should be based on an understanding of how these groups usually access information (e.g. through local ethnic media, community meetings and face-to-face channels, community newspaper or other printed materials). Venues and events that migrants regularly attend, including courses and workshops that they have to attend due to administrative requirements (e.g. language schools, post-arrival orientations, appointments at their consulate or embassy), can be effective channels for the dissemination of information.

Outreach materials and messages should address specific issues or concerns migrants may raise, including:

- Why migrants are being explicitly targeted through dedicated engagement efforts, including by highlighting benefits that the institution may derive from enhanced outreach or recruitment of migrants;
- What migrants can gain by engaging with emergency management actors;
- Whether the institution has a religious affiliation or connotation;
- Whether the participants' personal information will be shared with any public authority;
- Whether individuals who will engage will receive any form of compensation, or will have access to paid or volunteer work;
- If specific profiles, skills or languages are particularly desirable;
- Skills (including language proficiency) and level of engagement required.

If targeted outreach materials are produced, they should be validated with community representatives before dissemination. In general, it is important to ensure that they visually depict diversity of demographic, ethnic and cultural profiles.

2.3 Promoting the buy-in of migrants

Research shows that migrants' spontaneous participation in emergency management activities in their host country is often relatively low. The reasons for this span from lack of awareness of local opportunities for engagement to mistrust in host country institutions; from sense of safety and limited interest in community initiatives (especially for migrants who do not plan to stay long in a certain location), to fear of discrimination and xenophobia. Language, administrative barriers, limited time and resources to devote to "free time" activities may also reduce their willingness to engage in emergency management.

Yet, there are multiple potential benefits for migrants in joining the efforts of emergency management actors in their communities, and they should be explicitly highlighted as part of targeted outreach campaigns. These may include:

- **Enhancing knowledge and developing skills that may increase their employability.** Many of the skills that would be relevant for emergency management work (e.g. operating machinery, organizing a team, knowledge of the area) can be valuable from a professional point of view.
- **Contributing to protecting their own family/community/group, as well as their host community in the face of emergencies.** Migrants may look for opportunities to show that they belong in their place of destination: supporting their community in critical times is a good way to do this.
- **Becoming part of an institution and a local network of professionals or volunteers.** By engaging in emergency management activities, migrants can strengthen their local networks, which can have all sorts of benefits in their day-to-day life.
- **Becoming champions of cultural change within their community.** Migrants' engagement in emergency management is a powerful symbol or migrants' contribution to their host community, and can contribute to changing narratives and perceptions on migrants and their role in societies. At the same time, it can help change migrants' perceptions of emergency management work and their trust in relevant actors.

3. Adapting the programmes to the characteristics of migrants

3.1 Adapting the language of relevant events and activities

Translation and interpretation

Translation and interpretation will be key when working with migrants who are not fully proficient in the local language. Translation of all programme materials (e.g. manuals and substantive documents, handouts, presentations, forms to sign up) could be required.

In alternative, materials may need to be simplified (e.g. less text or a simplified version of the local language, more visuals). Simplification of the materials is a good approach especially when dealing with individuals with low literacy levels, for which translation may not actually be an option.

The language in which events and activities are imparted may also need to be changed: interpretation is an option, but it is preferable that events and activities are led by a person who is fully proficient in the migrants' language. It should also be kept in mind that interpretation will likely affect the duration of events and activities – which should be planned for accordingly.

In alternative, events or activities can be carried out in a simplified version of the local language. If that is the case, the facilitator should ideally be trained in the use of the simplified language.

Creating a common terminology

As part of the activities, it is important to build a shared terminology – not all groups have the same experience or understanding of the different hazards or emergency preparedness and response mechanisms, and it should not be assumed that concepts (even the most basic) are necessarily known or even translated in other cultural contexts.

Collaborating with relevant actors

Translation and adaptation of language and terminology can effectively be supported by representatives of each migrant community. Collaborating with migrant representatives who have previously been engaged in emergency management activities may be particularly valuable. In addition, personnel of consulates or embassies of migrants' countries of origin and staff of key civil society actors can support these efforts.

3.2 Adapting the content of the programme

Making the content relevant

It is important to make the substance covered by the programme or activities as relevant to migrant participants as possible: topics covered should reflect their experience of the local context, the hazards they are exposed to in the places they work and live, the structures and features of their communities. Similarly, programmes should be targeted to ensure that migrants can be involved in work to which they can contribute to the best of their abilities (keeping in mind potential language barriers, for instance, or the fact that migrants may or may not be specifically looking for contacts with locals).

“Light” version of the materials

If commitment of time/resources is one of the obstacles hindering migrants' engagement, it can be useful to design “light” versions of the programmes, or only cover certain topics that may be particularly relevant. Reduced content and duration may also help ensure that participants are not overwhelmed by information.

Activity-based, participatory events

Engagement events should be as participatory as possible. This is particularly important to avoid or bridge potential gaps in understanding due to cultural differences or language proficiency. In so far as possible, activities should prioritize hands-on demonstrations, and keep theoretical explanations as short as possible.

Activities should be designed to ensure that participants can contribute their knowledge and ideas: migrants have diverse capacities and skills, and could have previous experience in emergencies and emergency-related work. This also provides a way for the institutions to benefit by integrating their knowledge and contributions, especially if a mechanism to capture their inputs is set up. Similarly, it is important to capture migrants' specific priorities and concerns for potential upcoming emergencies. Relevant information can be used to further develop and target materials.

Migrant representatives, especially those who have already engaged in emergency management activities, can provide valuable inputs to the adaptation of the programmes.

3.3 Adapting the roll-out of engagement programmes' activities

Location

Choosing the right venue is key for events targeting migrants: the location should be well-known, trusted and easy to reach, so as to minimize potential barriers to migrants' participation. If there are reasons to think that migrants may not be willing to attend activities at the institution's headquarters, meetings can be for instance organized at local association, community centres or places of worship. This may be particularly important for introductory and early meetings, and should always be based on the understanding of how different migrant groups and their members use different sites within their community. Using such key locations in migrants' communities is a good way to improve visibility of programmes and events.

Involving migrant groups (e.g. targeting various representatives of a migrant group or community through the same event) rather than reaching out to individual migrants can also be a good way to securing participation, especially of individuals who may have reason to mistrust local institutions.

Introducing the programme through a community information session, organized in collaboration with civil society or migrant organizations, or hosting members of the community so they can provide testimonials about the programme, can be powerful ways to engage other migrants.

Timing

The events' timing may also need to be adapted: migrants' may have specific working hours, or may not be available at certain hours or on specific days (e.g. for cultural or religious reasons on weekends or holidays). This may include organizing sessions to fit such schedules (e.g. having multiple shorter evening sessions versus a longer all-day event).

Etiquette

Culture-specific etiquette and customs, in particular related to different migrants' capacity and willingness to speak in public or with specific individuals (depending on their role, sex or age), might be an obstacle in their participation, in particular in face-to-face meetings. Holding different meetings at different times and with different groups (for instance preparatory meetings with women, the elderly or specific minorities) can help promote broader participation.

Availability of resources

The costs of participating in meetings, especially face-to-face events (transportation, food and lost time), and the potential inability to participate due to economic reasons or distance from the event venue should also be taken into account when organizing live events with migrants. Attending virtual events might require access to technology – a potential barrier – especially for less wealthy groups. Technological barriers, however, can be partially addressed by equipping specific locations (such as a community centre or a migrants' association) with the relevant technology, and using these locations to gather groups of people who might not be able (or willing) to join individually.

Buddy systems

If the events involve migrants alongside natives, it can be useful to establish a "buddy system" with mixed pairs of people (migrant and native) throughout the programme. This can help improve migrants' understanding of and participation in the programme and facilitate exchange.

3.4 Including emergency management topics in non-emergency events

Many non-emergency management related programmes can be leveraged to familiarize migrants with emergency management. Such events include, among others:

- Courses or workshops to assist migrants in their adjustment in their host country, delivered on a voluntary or mandatory basis upon their arrival by host country institutions, employers or their home countries' consulates or embassies;
- Language courses for foreigners;
- Emergency preparedness drills or events at workplaces or schools, which could be open to the family members of the migrant workers or students;
- Workshops or courses on key administrative issues, for which attendance would be required (for example, to issue visas or driving licenses).

These events can also be used to introduce further activities for migrants' engagement and indicate where more information can be found.

4. Keeping migrants engaged

4.1 Carrying out activities to sustain migrants' engagement

The level of commitment of newly engaged migrants may rapidly decrease after an initial period of enthusiasm. This is particularly the case for migrants who have participated in relief operations in the immediacy of an emergency but were not previously engaged in relevant work: emergency work can be an entry point to support longer-term engagement on relevant matters.

In order to further enhance and sustain their engagement, emergency management institutions can take a number of measures, including:

- Involving migrants in initiatives that show that their abilities are valued and that they can benefit from continued participation in emergency management activities (e.g. providing training opportunities, participating in regular emergency drills or demonstrations);
- Involving them in public outreach activities on emergency management, in particular in their communities, including further events or campaigns to raise awareness on emergency management topics or to recruit additional staff members or volunteers;
- Consulting them regularly on all matters related to the inclusion of their groups in the design and implementation of emergency management efforts, including allowing them to provide feedback on recruitment campaigns, events and programmes;
- Ensuring they receive clothing or other items (bibs, pins, bands, folders) that clearly identify them as part of (or collaborating with) the institution.

For those migrants that may have limited time or resources to devote to engaging in further emergency management activities, working out a less demanding schedule can help accommodate these additional commitments in their daily lives.

4.2 Building a positive environment

In addition, all efforts must be done to ensure that the institution itself, its personnel and work, fully reflect the importance given to the engagement of migrant men and women. This means ensuring that relevant institutions show full commitment to inclusive service provision, and they actively discourage discriminatory behaviours among their staff. This can be done by:

- Promoting the cultural competence of all personnel, and supporting initiatives to provide services in a more appropriate, inclusive manner;
- Changing the organization of the workplace to reflect cultural and linguistic diversity (e.g. translated or multilingual signs and documents, establishment of spaces for prayer catering for the different faiths, adapted menus at the canteen/cafeteria);
- Changing the way the organization communicates on relevant matters (e.g. preparing materials and messaging to target a multilingual, multicultural audience, or setting up multicultural teams to carry out outreach campaigns and field interventions);
- Establishing buddy systems among locals and migrants who engage on emergency management matters.



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