

PRACTICAL GUIDE FOR  
**COMMUNICATING**  
IN THE CONTEXT OF  
**MIGRATORY CRISES**



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# PRESENTATION

Human mobility on a large scale and of a complex nature is becoming an ever more important dimension of crisis situations. For the International Organization for Migration (IOM) it is crucial that, even in emergency contexts, the rights and dignity of migrants be guaranteed. To that end, the IOM promotes capacity-building for the States and various actors involved, in order to guarantee the integration of migrants in the emergency prevention, preparedness, and response systems, thus ensuring the principle that migration should benefit all.

Any kind of emergency or disaster that impacts a community will create communication gaps that can endanger people's lives and safety, particularly in the case of migrants. Communication needs in crisis or emergency contexts should be addressed as soon as possible. Most times, however, the need to deal with the immediate contingency leaves effective communication processes by the wayside, thus creating more information gaps and worsening vulnerability factors.

The objective of this guide is to serve as a practical tool to orient concrete communication actions in crisis or emergency contexts related to human mobility stemming from large-scale and complex movements, especially when the communication and information component was not taken into account during the preparation phase, and an immediate response is required. This document focuses on developing communication strategies that allow the inclusion of migrants in preparation, response, and recovery actions, whether in countries of origin, transit, or destination.

This guide integrates theoretical concepts and practical tools for strategic communication and communication for development that can be adapted to crisis contexts, in order to facilitate integration of the IOM's Migration Crisis Operational Framework (MCOF).

The MCOF includes fifteen assistance sectors, one of which is Humanitarian Communication. Humanitarian communication is a two-way communication mechanism between humanitarian agents and the populations affected by the crisis, a mechanism that contributes to ensure proper humanitarian responses and facilitates sustainable recovery processes. It also includes guidelines 6 and 9 of the *Guidelines for Protecting Migrants in Countries Affected by Conflicts or Natural Disasters* from the Migrants in Countries in Crisis (MICIC). The guide also contains input from the document *Communicating with Communities: A Guide and Case Study from Pakistan and Elsewhere* and the *Sendai Framework for Disaster Risk Reduction 2015-2030*.

This document is directed towards IOM personnel, governmental entities, and civil society actors that implement responses to crisis situations. It is hoped that this guide will serve as a quick consultation tool for field personnel facing situations that need to be dealt with urgently. These recommendations should not be seen as strict steps, but rather as suggestions that can be adapted to the needs and possibilities of each context to achieve effective communication. In addition, this guide can facilitate the construction of response plans for emergencies or crises during the preparation, mitigation, response, or recovery phases, so that said plans may include the theme of crisis communication and information.

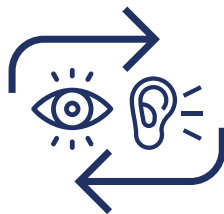
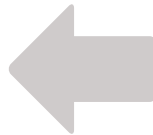
### **How can communication be a strategic tool to respond to the human mobility dimension of crisis situations?**

You are addressing a crisis situation that affects migrants, and you have important information that must be communicated to the migrants in the affected community in the host country. What is the best way to do this? How can you know if the message reached the right people or which channel is trusted by the migrant population?

Since in crisis contexts there are a wide variety of urgent matters and the needs are changing and immediate, it is a common mistake to think that communication boils down to the creation of information products in a linear process. **In migratory crisis contexts, communication should be two-way in order to be more effective than ever, since people's lives may depend on the proper communication of a message at the right time.** Remember, good communication with the population will be your best ally in managing the emergency.

This guide proposes that communication should take place in a cyclical process that is constantly being built jointly with the populations and the various partners. This process is comprised of three phases:

- 1. Observe and listen:** analysis and planning
- 2. Create and execute:** development
- 3. Observe and listen again:** feedback and listening









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## **SECTION ONE**

# **OBSERVE AND LISTEN: ANALYSIS AND PLANNING**

# ANALYSIS AND PLANNING

All communication processes start with planning. An important principle for the planning process is to stop thinking from the individuality and subjectivity of the organization (institution, government agency, etc.) and put the focus on the population you will be working with. **A communication plan for migratory crisis situations facilitates the gathering and dissemination of information before, during, and after the crisis in order to guarantee the population's right to receive assistance.**

Ideally, the analysis and planning process should be carried out before the crisis. Even when there is not enough time or resources to perform a detailed research and planning process, however, it is important to establish some basic aspects to determine the route to follow. Your analysis and planning process can be focused on answering the following questions:

1. Who is my target audience? What are they like? (This will be addressed based on guidelines such as acknowledgement of diversity and cultural differences, representativity, and heterogeneity, among others.)
2. What are the information needs?
3. What are the sources of reliable information for the target audience?
4. Who are the actors involved?

The first thing needed for communicating in a crisis situation is to know, with as much detail as possible, the affected population and its context. This requires prior research on the characteristics of this population.



## 1. WHO IS MY TARGET AUDIENCE? WHAT ARE THEY LIKE?

One of the essential considerations for building communication consists of knowing the population to which the messages will be directed. This cannot be done from one's own perception, however, but rather must be based on evidence resulting from the participation and inclusion processes.

The generation of population profiles and contextual information can be achieved with humanitarian tools such as the *Displacement Tracking Matrix (DTM)*, which can provide information on population profiles and their characteristics. It is recommended that this information be sought from the humanitarian actors and responsible authorities.

Knowing the population and its characteristics helps us to:

- Choose the proper language and tone.
- Chose the proper media (channels).
- Identify particularities within the target population or audience. For example, minority linguistic groups (such as indigenous populations or migrants who do not speak the country's official language), irregular migrants who do not trust certain official channels, and migrants who work in remote areas and cannot be reached through certain media.



## GUIDELINES TO CONSIDER WHEN CHARACTERIZING THE POPULATION

### ACKNOWLEDGEMENT OF DIVERSITY

With all communication efforts, and especially when defining the target audience, **the population's diversity** should be taken into account. This means considering differences regarding:

#### AGE



Children and adolescents,<sup>1</sup> adults and the elderly. They all communicate in different manners<sup>2</sup> according to their age, gender, and culture.

#### LANGUAGE



The products and the messages should be translated into all of the languages spoken by the main migrant groups. Remember that not everyone speaks the official (or main) language of the destination country.<sup>3</sup>

#### EDUCATION LEVEL



- The emergency messages should be comprehensible to all persons with a basic education level and no technical formation.<sup>4</sup>
- Consider how to make messages accessible to people who cannot read. For example, choose to use images, graphics, or word-of-mouth communication.

#### GENDER



It is important to recognize the information needs of men, women, or sexually diverse persons, as well as the gender and power relations that may facilitate or limit access to information and communication. For example, within a given population group it may be that women, due to the socialization of gender roles, do not participate or express their needs the same way as men.

#### MIGRATORY STATUS



Persons with irregular and regular status, as well as the different migratory categories defined by each State.

1 When working with underage persons, the principle of progressive autonomy should be taken into account, as set forth in the Convention on the Rights of the Child. Article 5 states that: "States Parties shall respect the responsibilities, rights and duties of parents or (...) other persons legally responsible for the child, to provide, in a manner consistent with the evolving capacities of the child, appropriate direction and guidance in the exercise by the child of (his or her) rights (...)"

Likewise, strategies should be applied to orient infants (below five years of age) through their parents or guardians. It is suggested that such strategies aim to reduce stress levels among said population.

2 International Organization for Migration (IOM), 2016a, p.33.

3 IOM, 2016b, p. 216.

4 IOM, 2016b, p. 219.

## ► ACKNOWLEDGEMENT OF CULTURAL DIFFERENCES

Acknowledging cultural differences is essential for communicating in an effective manner.<sup>5</sup> **Migrants may perceive risks differently from the local population**, due to their experiences and places of origin. Try to map all the cultural differences that can affect the population's access to key information.

If, for example, the people come from a place where floods are common and do not cause serious damage, they might not be alarmed by news of a flood in their host country, not knowing that the topography or infrastructure could allow a flood to cause major damage. This could also happen in the case of internal migrations, and thus could be applicable in both cases.

These differences **also depend on the context** each person is in, especially in a crisis situation, because a **difficult or traumatic experience** can change a person's perception or the meaning of "crisis" or "danger."

## ► PARTICIPATIVE PROCESSES: REPRESENTATIVITY AND HETEROGENEITY

Communication processes are quite commonly built based on "us" telling "them." This logic is completely dysfunctional, especially in emergency contexts. Thus, it is recommended that, from the planning phase, spaces be sought for dialoguing with the population that allow a participative process to be built.

Sector 15 of the MCOF establishes that **humanitarian response actions** should always be **carried out in a two-way modality** of information exchange among the responsible parties (humanitarian actors) and the populations affected by the crisis. This implies not only involving them in the execution of the interventions planned by other actors, but also inviting the representatives of all the affected groups to participate from the beginning.

The Sendai Framework states the importance of acknowledging the active participation of migrants in contributing to the resilience of communities and societies. The knowledge, aptitudes, and capacities of migrants can be useful when designing and applying disaster risk reduction measures.<sup>6</sup>

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5 IOM, 2016b, p. 44.

6 UN, 2015.

Why is it important to build participative processes? MICIC Guidelines 5 and 9 state that:<sup>7</sup>

- Migrants can inform us firsthand regarding the worries, fear, and beliefs of their communities, and help to design interventions imbued with credibility.
- Migrants affected by crisis situations tend to have clear ideas about how to improve their security.
- They are an important source of information regarding risks, local needs, and protection gaps.

For these reasons it is important to implement these consultation processes, which may not be seen as necessary during our efforts to address immediate needs, but in the end will be key to efficient communications.

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7 IOM, 2016a, p. 33.



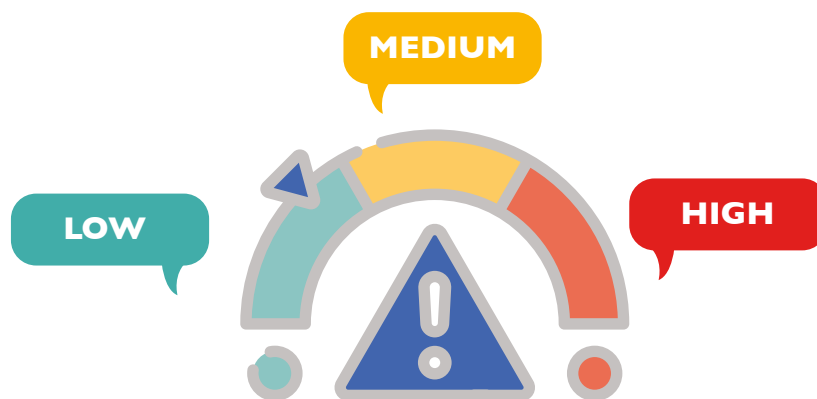


## 2. WHAT ARE THE INFORMATION NEEDS?

Information needs represent the "problem" that we are going to solve with a communication product or action. Therefore, it will be necessary to formulate a communication objective that will satisfy each need identified. According to MICIC Guideline 6, all communications should help the migrant population comprehend:

- The potential risks entailed by a crisis situation;
- The options available for obtaining assistance and where to obtain it;
- The method and procedures for obtaining assistance;
- The options and the manner in which to inform the stakeholders of their needs.

So it is that all communication actions in crisis situations should focus on these points. Knowing the information needs allows us to identify what information the target audience has, what information it doesn't have, and which should be addressed with priority. The priority levels can be:



Based on these information needs, work lines can be plotted in order to prepare **key messages**, which in the crisis and development phases should be adapted to the specific context.



### 3. WHAT ARE THE SOURCES OF RELIABLE INFORMATION FOR MY TARGET AUDIENCE?

When mapping "information sources," instead of thinking about the media or resources through which messages can be distributed, what we need to identify are the sources consulted by (and believed by) the persons who will receive our message.

Some possible sources are:

Communiqués issued by official institutions from the host country and the country of origin: civil defense agencies; risk management authorities; health authorities; migration authorities; consular services, embassies, etc.



**National and local communication media**



**Organizations identified by civil society actors**



**Duly identified informal community leaders**



**Other migrants**

It is very important to analyse the credibility level of the different actors involved. Also to be considered is whether any given information source is mistrusted or has a bad reputation. The existing communication dynamics should be mapped if they relay accurate information.

## RECOMMENDATIONS



The MICIC tool *Assisting Migrants in Emergency Situations* suggests the following actions to strengthen the trust of the target audience:

- ✔ Produce materials and messages with collaboration from institutions or persons trusted by migrants. Examples include the use of institutional logos in the brochures or signs produced, and the recording of video or audio communiqués with messages transmitted by institutional representatives or community leaders who are trusted by the migrant population.
- ✔ When in direct contact with migrants, each group's specific manners and speech codes should be taken into account.
- ✔ When visiting areas with significant migrant populations to deliver messages related to an emergency situation (for example, through door-to-door campaigns or informational community meetings), you should be accompanied by a member of the community whom the migrants know and trust. The presence of uniformed officials should be avoided (especially those in charge of enforcing migratory laws).
- ✔ To the extent possible, encourage the participation of civil society organizations that provide services to migrants.

Knowing what information sources the migrant population relies on will allow you to determine the dissemination strategy, that is, which channels to use for emergency communications, in order to reach the greatest number of people possible. Identification of the ideal channels should preferably be done prior to starting crisis communication processes, as this will allow appropriate messages to be prepared for each channel.

Regarding distribution channels, MICIC Guideline 6 recommends:

- Using various channels in order to minimize the effects of possible communication difficulties, such as electrical power supply failures and the loss of Internet and satellite connections.
- Selecting both formal and informal channels to guarantee that the messages reach the greatest number of people.
- Some considerations are:
  - How does the target audience receive information?
  - In which resources do they trust the most?
  - How do vulnerable groups access information?

Some examples of information channels are:<sup>8</sup>

1. Consular registration services and similar registries.
2. Social media, mobile applications, and text messages.
3. Websites and web-based press releases.
4. Radio, television, and newspapers from both the host country and the country of origin.
5. Migrant networks, associations, contact persons, and leaders.
6. Support centres frequented by migrants, including shelters.
7. Consular missions.

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8 IOM, 2016a, p. 83.

8. Civil society networks, associations, contact persons, and leaders, including religious and spiritual interlocutors.
9. Previously established "communication trees."
10. Liaison and coordinator networks (sometimes called security management systems).

➤ **How can the ideal communication channel for a given crisis be chosen?**  
Consult Annex I to this guide!

## RECOMMENDATIONS



Some suggestions from the MICIC Tool *Assisting Migrants in Emergencies: Recommended Actions for Inclusive Provision of Emergency Services*:

- ✓ Know and map the communication channels used by migrant communities (for example, ethnic communication media, media from the country of origin, or informal community channels).
- ✓ Prepare a directory of the communication media and channels most used by the migrant communities (for example, the official channel of their consular authorities, and social networks from their community), and include these contacts in the Communication Plan for Emergency Situations.
- ✓ Maintain regular contact with the focal points from all relevant media and channels, in order to raise awareness among them regarding the role they can play in an emergency, as well as to keep them informed as to what they might have to do in such situations.
- ✓ Issue statements and alerts during an emergency by way of all available formal and informal channels.



## 4. WHO ARE THE ACTORS AND INTERLOCUTORS INVOLVED?

In a crisis situation, we will need to communicate with multiple actors, and with each one in a different manner. From the point of view of communication, mapping of the actors involved is suggested. In other words, **identify all those persons and institutions that have a role in the community or the emergency.** These actors represent the second- and third-level audiences for purposes of the communication plan. Analyse their level of importance and influence, and what they have to say regarding the emergency and to the population. These actors include but are not limited to the following:



**Institutions from the host country**  
(civil defense, risk management,  
immigration)



**Institutions from the country of  
origin (consular missions)**



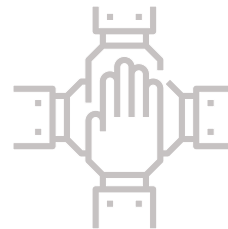
**Informal community leaders**



**Employers of migrants**



**Migrant networks**



**Civil society  
organizations**

➤ **MICIC Guidelines 6 and 9 refer to what type of information we can communicate through these interlocutors and how we can do it. For more detail, see the Material I section of the Annexes to this guide (Communication with actors and interlocutors).**

Once all the actors involved have been identified, ideally a cluster<sup>9</sup> or work group should be created, since these actors can contribute valuable input on the best distribution channels, formats, and message coordination. In addition, this team can help verify that the information sources and distribution channels are in effect used by the population facing the crisis. To achieve this, it is fundamental that the migrant population form part of this work group.

Although work groups cannot always meet in person during a crisis context due to time restraints or limited resources, the mechanisms for coordination, consultation, and validation can be activated through other less formal channels, such as phone calls, groups in social networks like WhatsApp or Facebook, or work sessions on virtual platforms such as Microsoft Teams, Skype, or Zoom.

Upon conclusion of the analysis and planning phase, you will have identified:

- ✔ The characteristics of the target audience.
- ✔ The information needs.
- ✔ The information sources trusted by the target audience and the distribution channels that are effective with this population.
- ✔ The partners.

This input will allow you to build your communication strategy.

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<sup>9</sup> The work groups and clusters meet periodically, share information, prepare joint assessments and prioritization criteria, determine and enforce standards, facilitate resource mobilization, and discuss other topics of interest.

**TIPS:**

- ✔ Open your eyes and ears. During the first phase it is fundamental that you be open to gathering all the information possible in different formats, in order to make better decisions.
- ✔ Establish a communication objective. This goal should seek to solve the identified need or problem. Example: Inform the migrant population regarding the protocol to follow to obtain medical assistance.
- ✔ Seek the greatest amount of resources to help you understand the migrant population you will be working with: its context; what are its priority needs; what communication medium they use most, etc.
- ✔ Identify at what point to interact with each of the actors and interlocutors, what type of information will be communicated through them, and how to do it. This will give you input for the next phase. For example:

Actor or Interlocutor	Type of Information	How to Do It
Priest from the community.	How to access health-care services if necessary.	<ul style="list-style-type: none"> <li>• Informational meeting.</li> <li>• Newsletters to hand out after Mass.</li> </ul>

- ✘ Assuming or supposing. Even in a crisis context it is necessary to base decisions on evidence, not on suppositions.
- ✘ Thinking that you are communicating for you or your organization.
- ✘ Replicating prior communication actions in exactly the same way. They can be adapted, always integrating the characteristics of the context and the population you are working with.





## **SECTION TWO**

# CREATE AND EXECUTE: **DEVELOPMENT**



## DEVELOPMENT

Once the particularities of the migrant population are known, the communication objective is oriented and relations are established with the partners. This is the time to develop a work plan and carry out communication actions. This phase can be guided with the following questions:

1. What are the key messages?
2. What products are needed?
3. What actions are needed?
4. How will the efforts be validated?

Once the messages, products, actions, and validation mechanisms have been defined, it is possible to systematize a work plan for developing and following up on the communication efforts. Below you will find guidelines for each phase and some resources for creating, systematizing, and following up on the work plan.



### I. WHAT ARE THE KEY MESSAGES?

**The key messages are statements that intend to communicate only one thing, whether an idea, a concept, a fact, etc.**

A message should have the following qualities:<sup>10</sup>

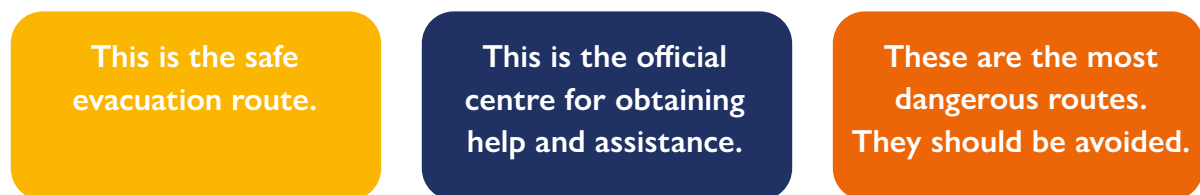
- Brief and clear.
- Refers to only one key point.
- Manages expectations.

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<sup>10</sup> IOM, 2014, p. 36.

- Easy to remember.
- Easy to understand (this includes being written in the local language).
- Avoid technical vocabulary, even if it is precise.
- Periodically modified to reflect comments received from the communities as the crisis situation evolves.

Some examples:



#### **ALSO REMEMBER THAT:**

- ✔ It is important to take into account that these messages can change as the crisis or emergency situation evolves.<sup>11</sup> In the event key messages have been identified or prepared prior to the beginning of the crisis, they should be adopted to the specific context being faced.
- ✔ The right time for distributing the messages has to be determined, as well as the frequency with which they should be repeated.
- ✔ The translation or interpretation of these messages should be foreseen (even if in the form of drafts or templates), in order to ensure the best possible accuracy and rapid distribution to populations that do not speak the local language.
- ✔ An information hierarchy should be established so as not to saturate the target audience with too many instructions that could end up being confusing.

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11 IOM, 2016b, p. 242.



## 2. WHAT PRODUCTS ARE NEEDED?

The products are the prepared materials that will provide generic orientation and information on how to face emergency or crisis situations.<sup>12</sup> Some examples of products are:



**Brochures  
and leaflets**



**Posters**



**Videos**



**Audio  
recordings**



**Bulletin boards and informational  
screens in visible locations**

(for example, where people receive food items or health services).



## 3. WHAT ACTIONS ARE NEEDED?

Actions are the ways of transmitting or communicating messages so that the population receives the messages and/or products prepared for them. Actions include but are not limited to:

- Informational meetings.
- Ads with mobile loudspeakers.
- Information stands and delivery of printed material.
- Opening of spaces for discussion or reflection.
- Events (video presentations, focus groups, meetings between the population and the authorities).

<sup>12</sup> Ibid., p. 211.

➤ It is important to mention that not all messages will require products and actions. Some messages can be distributed through actions only, such as ads with mobile loudspeakers or a public talk, without the need to prepare materials or products.

## GUIDELINES FOR CREATING MESSAGES AND PRODUCTS: WHAT SHOULD I CONSIDER?

### ▶ CONTENT GUIDELINES

What type of information should be included in a communication product in crisis situations? It is important to assess the **urgency and usefulness of the information** at each specific moment, since each phase of a crisis has different information and communication needs.

The MICIC Guidelines suggest:<sup>13</sup>

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#### Information about the evolution of the crisis

- Geographical areas affected.
- Intensity of the crisis situation.
- Damages and risks.
- Contact points who can provide assistance in an emergency.

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#### Contacts

- Emergency hotlines.
- Help hotlines.
- Call centres.

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#### Maps

- Risk areas.
- Evacuation routes.

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#### Emergency services and assistance in the host country

- Hospitals.
  - Local police.
  - Help hotlines.
  - Orientation centres, shelters, and aid services.
- 

13 IOM, 2016a, p. 83.

### Information about host country processes

- The right of different migrant groups to receive different forms of assistance.
- The need (if applicable) to present valid identification in order to receive services and assistance.
- Travel advisories and verification lists.
- Obligations in the host countries concerned.

### Processes

- Information on remittances and access to funds.
- Information from migration authorities regarding migratory status, mobility restrictions, and travel requisites.

## INCLUSION OF MULTIPLE SUPPORT MODES OR FORMATS

The information should be clear and simple. For this reason, it should be adapted to the ways in which people receive information, and thus should be presented in different formats or support modes. MICIC Guideline 6<sup>14</sup> suggests some as follows:



Written material



Audio and video materials



Photographs, graphic symbols and signs<sup>15</sup>



Animated drawings



Colour codes

## COHERENT AND COORDINATED MESSAGES

Keep in mind that, in crisis situations, there are multiple actors issuing information (as mentioned in the preceding section). It is necessary to create **coherent and coordinated messages** among all the stakeholders and humanitarian actors in the field so that the migrants receive the same information and act in a safe manner.

<sup>14</sup> Ibid., p. 83.

<sup>15</sup> Conventional visual icons and signs might not be known to all communities or may have different meanings to them.

According to the recommended practices for applying MICIC Guideline 9,<sup>16</sup> some standards for achieving this are described below.

## IDENTIFY



- A leading body that is going to **initiate transmission** of information.
- The **accessible information sources that are trustworthy** for migrants, and communicate these to the migrant associations and civil society actors.

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## ESTABLISH



- **A coordination centre or a coordinator** in charge of verifying the accuracy of the information prior to sharing and disseminating it.

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## CONFIRM



- That the **translators** are **persons trained** in transmitting information accurately and effectively.

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## ▶ ACCESSIBLE MESSAGES

Finally, it is fundamental that the messages reach the greatest number of people possible. Some suggestions for making messages accessible are given below.

- Translate the messages into as many languages as possible. This can save lives. When resources are limited, persons from within the community can be identified in order to help with translating or interpreting.
- Place the translated messages with several communication channels simultaneously. Not all people have access to the same resources.
- Prioritize the message's content and clarity. Aesthetics can be relegated to secondary importance during crisis situations.
- Consider the use of various formats to communicate the same message (audio, video, personal interaction, etc.).
- Avoid the use of jargon and acronyms.

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<sup>16</sup> IOM, 2016a, p. 109.

## RECOMMENDATIONS FOR ACCESSIBILITY



Here are some MICIC<sup>17</sup> suggestions to improve accessibility when language barriers exist:

- ✔ In shelters, print and post multilingual signs and/or drawings to identify key points (reception, bathrooms, prayer rooms, sleeping areas, dining areas, smoking and non-smoking areas, gender-specific areas, spaces for children, etc.).
- ✔ Keep in stock printed multilingual registration forms. These forms can also be used to gather specific data regarding the person's language, cultural dietary customs, preferences regarding sleeping areas, and other requirements related to the provision of basic services.
- ✔ Post an *Identify Your Language* poster (with flags or translated texts) near service posts, or else provide the relevant personnel with a visual communication tool, dictionaries, or basic phrase books in other languages, or instructions on how to use online translation tools, if necessary.
- ✔ Ensure that that reception staff has contact data for interpreters and translators (who work remotely) or local embassies and consulates and community representatives.

<sup>17</sup> IOM, 2018a.



## SUMMARY ON CREATING MESSAGES AND PRODUCTS



### CHALLENGES

- Migrants may not speak the local language well.
- Migrants might access information through different means than the local population.
- Migrants might not trust information, warnings, and messages, especially when coming from official sources.
- Migrants may interpret messages in a manner different from the local population.



### RECOMMENDED ACTIONS

- Integrate migrants into the creation and validation processes.
- Use multilingual teams with both volunteer and staff interpreters.
- Use phrase books and remote translation systems.
- Use specific communication materials (multilingual documents and monolingual documents translated to the required language).
- Keep in mind specific manners, forms of greeting, and speech codes.
- Seek out bilingual migrants and, when possible, involve them as interpreters and mediators.

Once the preceding has been defined, **validate** with the migrant population that the information gathered and the proposed communication strategies are correct.



#### 4. HOW WILL THE EFFORTS BE VALIDATED?

The process of communicating with migrants in crisis contexts should include validation of the communication actions to be carried out. This means to **confirm** that the product or action and the message selected actually **work**.<sup>18</sup>

This implies that:<sup>19</sup>

- The informational **products** and emergency **messages** are **correctly translated**, adapted to the cultural context, and include information on the essential needs of migrants.
- There is **participation** by representatives of the migrant communities when **validating the language and content** of the communications prior to (of if not possible, then after) their distribution, by way of **reactions and comments**.
- It be made clear that the materials were prepared and validated with the **participation** of **interlocutors** who work with migrants or have their **trust**.

The validation process can be conducted with focus groups or interviews or, in more complicated contexts, bilateral conversations may suffice if they allow us to verify general aspects of the effectiveness of the efforts made.

➤ **Be creative. Validation does not necessarily imply the application of formal processes, such as the use of focus groups, since crisis situations require us to tend to immediate issues. More informal tools can be used, such as surveys among small groups that, to the extent possible, represent the group's diversity.**

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<sup>18</sup> IOM, 2016a, p. 83.

<sup>19</sup> Ibid.

## CREATING A WORK PLAN: SYSTEMATIZATION AND FOLLOW-UP

Once the preceding steps have been defined, a work plan can be systematized as shown in the matrix below. The strategy defines the objectives and how to attain them, and includes the population we want to reach, which actors can support and/or participate, and the local conditions.<sup>20</sup> The example shown below is based on the communication plan for the Migrant Receiving Stations (MRS) in Panama in 2020.

<b>Objective</b>	Inform people of station co-existence rules.
<b>Priority</b>	High
<b>Audience</b> (as detailed as possible)	Migrants staying at the MRS.
<b>Message</b>	MRS Rules for Behavior and Co-Existence.
<b>Product</b> (if applicable)	Posters with co-existence rules.
<b>Action</b>	Talks for recent arrivals; loudspeaker ads.
<b>Means / Dissemination Channels</b>	Placement of posters at gathering points.
<b>Responsible Party</b>	IOM / SENAFRONT (National Border Service)
<b>Validation</b>	Survey of migrants staying at the MRS.

### Following Up on the Strategy

In crisis contexts one must choose simple mechanisms to follow up on the strategy implemented, that is, mechanisms that allow us to verify that the strategy is being carried out as planned. To that end, the Guide to Humanitarian Communication recommends establishing simple follow-up and coordination mechanisms. One example is the 4W:<sup>21</sup> **Who does What When and Where**, which can be systematized as shown below:

<b>Who</b> (responsible party)	<b>What</b> (activity)	<b>When</b> (date)	<b>Where</b> (distribution channels)

<sup>20</sup> IOM, 2014, p. 30.

<sup>21</sup> Ibid., p. 31.

➤ Remember that as actions are implemented, input is generated for prevention plans.



### TIPS FOR BUILDING EFFECTIVE MESSAGES IN TIMES OF CRISIS:

- ✔ Use simple language, with no technical terminology, in short phrases. When people are in stressful situations, they tend to have difficult understanding or remembering information.

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- ✔ Include only factual and verified information.

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- ✔ Include information on the results produced by emergency situations.

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- ✔ Provide clear instructions on who needs to do what, when, how, and why.

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- ✔ Give details on the measures and positive interventions carried out by stakeholders.

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- ✔ Be clear about what can and cannot be done, as this helps people make the right decisions that can help prevent their families and communities from facing unnecessary suffering and adverse situations.

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- ✔ Acknowledge the uncertainty, but explain the measures that the institution will take to verify information and obtain answers.

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- ✔ It is proper to remind migrants that they are not alone in the crisis situation.

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- ✔ Equip key points (such as control points along evacuation routes and shelters for evacuees) with relevant materials (like picture signs and multilingual forms), especially in areas where a high concentration of migrants has been reported or is expected. These points should also have posters that people can use to identify their language, directors of translators and interpreters, and phrase books or dictionaries.

**AVOID**

- ⊗ Relying on a single communication channel. Remember that not all people have access to the same resources.

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- ⊗ Assigning blame to deflect criticism.

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- ⊗ Being on the defensive and giving excuses. This implies constantly assessing when is the proper time to disclose information.

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- ⊗ Attacking persons, organizations, or communication media, or exacerbating antagonisms.

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- ⊗ Spreading rumors.

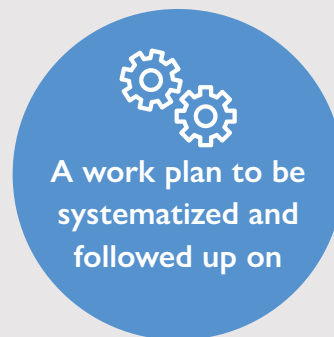
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- ⊗ Endangering victims' safety by leaking sensitive or personal information that could affect their well-being (for example, in a hostage situation, or revealing their location to traffickers).

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- ⊗ Making declarations in the name of another institution or government, or including statements from other entities, unless upon authorization and due validation of the information.

Upon concluding Section Two – Create and Execute: Development, you will have defined:



**Remember that all of these must always be effective and inclusive.**





## **SECTION THREE**

# OBSERVE AND LISTEN AGAIN: **FEEDBACK AND LISTENING**



## FEEDBACK AND LISTENING

As mentioned at the beginning, this guide proposes a circular process in which, after developing and distributing communication products and actions, there should be a follow-up phase consisting of monitoring/ assessment and feedback. In this third phase you should define feedback mechanisms and spaces for dialogue and listening.

### ► FEEDBACK MECHANISMS

Creating feedback spaces contributes to an appropriate humanitarian response while also facilitating the recovery plan. Feedback gives us input not only to improve communication during the next phase, but also to identify good practices for dealing with future crisis situations.

According to MICIC Guideline 9,<sup>22</sup> some important considerations for generating feedback are:

- Creation of a physical mechanism (such as a suggestion box) or a virtual mechanism by which migrants may express their concerns and provide feedback.
- Anonymity and the enforcement of applicable legislation and standards related to the protection of data and privacy.
- A fair and transparent feedback process for verification and assessment.
- Follow-up, in terms of assistance and reparation.

### ► SPACES FOR DIALOGUE AND LISTENING

Efforts should be made to ensure that the validation and feedback processes also become spaces for dialogue and listening for the migrant population.

- These spaces can generate valuable resources for addressing the next phases of dealing with the crisis situation.
- It is important to keep in mind that these are spaces for sharing. In other words, they should be designed to listen to the population in such a way that the migrants feel they are in a safe and trusting setting where they can talk freely about their experiences and needs.

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22 IOM, 2016a, p. 112.



- It is also important to handle expectations properly, especially during the recovery phase. The idea here is to avoid misunderstandings about the roles and assistance provided in the crisis context.<sup>23</sup>

**➤ Once the feedback, dialogue, and listening processes are concluded, new information needs will be identified, as well as the effectiveness of the messages, products, and actions carried out, thus providing new input for starting the cycle again.**

Spaces for dialogue and listening are valuable because they strengthen the response of migrants in crisis situations. The MICIC Tool *Assisting Migrants in Emergencies: Recommended Actions for Inclusive Provision of Emergency Services* mentions some communication actions that can be taken:

- Produce awareness-raising materials aimed at target audiences, including 'Know Your Rights in an Emergency' products that can encourage migrants to seek assistance to which they are entitled.
- Develop materials that migrants and local civil society organizations can use to organize awareness-raising activities among their compatriots.
- Organize awareness-raising sessions aimed at migrant population representatives to share information about potential or current emergency situations, alerts, the principal communication media, the relevant actors, the assistance available, and the recommended responses.

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23 IOM, 2014, p. 33.

## RESOURCES

### TIPS FOR GATHERING FEEDBACK

- ✔ Record and follow up on comments (especially those that point out areas for improvement), so that migrants see that their opinions are taken into account.
- ✔ Include in the distributed products the logos or contact data for the most representative partners, or organize joint activities for launching visibility or dissemination campaigns, so that the target audience identifies and feels trust.
- ✔ Avoid expressing opinions or making gestures that indicate approval or disapproval of the comments offered by the participants, as this can limit their willingness to express their opinions.
- ✔ Evaluate whether the messages have reached the target audience.

Upon concluding section three, you will have defined:



**Remember that all these mechanisms will serve to monitor and/or evaluate the actions carried out, and will provide input for following upon on the communication needs.**

## CONSIDERATIONS REGARDING RISKS<sup>24</sup>

There are always certain risks or barriers that make it difficult for the migrant population to access assistance services in crisis situations. To mitigate their vulnerability, it is essential to inform them about these problems and the possible options for overcoming them. The eventual risks or barriers include those described below:

- The inability to access different forms of help due to the fact that they are not citizens of the host country or due to their migratory status.
- Exposure to migrant smuggling and trafficking in persons (you can consult the document *Addressing Human Trafficking and Exploitation in Times of Crisis: Conclusive Elements and Recommendations*).
- Exposure to abuse or exploitation, especially when participating in reconstruction and recovery activities.
- The inability to leave the country without certain documentation.

Sector 10 of the Migration Crisis Operational Framework calls for providing protection and assistance to vulnerable migrants during crisis situations, including victims of trafficking, exploitation, or abuse, and to unaccompanied underage migrants. As such, the communication plan should consider messages, products, and actions aimed at these specific populations.

This aspect should be addressed from a gender-based perspective, as women and girls are more vulnerable. The IOM has developed the *Institutional Framework for Addressing Gender-Based Violence in Crises* that can be consulted [here](#).

**Remember that you may be at risk, also, and that the main objective of the MICIC Guidelines is to, "above all, save lives." If situations during the crisis or emergency are identified that could be risky for you, search for alternatives that allow you to accompany the migrants safely.**

### ▮ SEXUAL HARASSMENT AND ABUSE

In a crisis situation, the most vulnerable people often face greater exposure to sexual harassment or abuse. The *Policy and Procedures Regarding the Prevention of Sexual Exploitation and Abuse* include the instructions set forth below, which should be incorporated into the communication component of crisis and emergency response efforts.

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24 IOM, 2016b, p. 224.

All IOM staff members should:

Report in good faith any accusation, doubt, suspicion, or retaliation related to sexual exploitation or abuse they may witness or become aware of.

If in your capacity as an IOM staff member you need to report an accusation, doubt, suspicion, or retaliation related to sexual exploitation or abuse, you should notify:

- Your immediate supervisor.
- The focal point<sup>25</sup> for matters related to sexual exploitation and abuse.
- The Ethics and Conduct Office, via e-mail to: [ECO@iom.int](mailto:ECO@iom.int) or [PSEA@iom.int](mailto:PSEA@iom.int)

Cooperate fully with the persons in charge of investigation reports or complaints related to sexual exploitation and abuse.

Verify that confidentiality and the IOM Data Protection Principles are respected.

Keep in mind that:

- The IOM will provide non-financial assistance and support to the victims and those who report sexual exploitation and abuse, as deemed necessary and appropriate on a case-by-case basis.
- The nature and duration of the assistance may vary (medical attention, psychological support, legal advice, shelter, food, clothing, and protection).
- The IOM is committed to protecting its personnel who report in good faith sexual exploitation or abuse, against reprisals or threats related to the complaint. This protection includes the security of complainants, informants, victims, the accused, and witnesses.
- The IOM will seek to ensure procedural safeguards during all procedures, including the right of the accused to be informed of the accusations made against them, to respond to the accusations, and to request a review or file an appeal against any finding against them, in accordance with IOM standard procedures.

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<sup>25</sup> Function delegated to Directors and Chiefs of Regional Offices and Administrative Centres, Chiefs of Country Missions, Heads of Offices and Directors of Departments and Units at Headquarters [Item 12, Paragraph a), of the Policy and Procedures Regarding the Prevention of Sexual Exploitation, Abuse, and Harassment].

## GOOD PRACTICES

- ✔ Keep in mind that crisis management always includes preparation, response, and recovery interventions. Prepare messages and communication products and actions for all three phases. Remember that not all communication needs are necessarily covered with a product. Many times we can choose simple actions, such as ads by loudspeaker or informational meetings.

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- ✔ All communication actions can be planned, no matter how simple they may seem. For example, if you want to make an ad by loudspeaker:
  - Verify that, in effect, it is a communication action that will work.

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  - Make sure the necessary resources are available in each case (for example, a megaphone, a translator, and a vehicle).

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  - Define the message(s) to be communicated.

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  - Identify the best time of day and the areas to be covered.

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  - When possible, choose other channels as well to reinforce the message.

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- ✔ Make sure to listen! Encourage the participation of the migrant population during all phases of the process.

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- ✔ Be flexible. Remember that in a crisis context circumstances can change at any time. This may mean that the communication plan has to be adapted or changed on a moment's notice.

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- ✔ Validate all messages, products, and actions before implementing them.

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- ✔ Evaluate. Create mechanisms to receive feedback on your products, actions and messages.





# GLOSSARY

- **Caregiver (customary and primary):** A person with whom the child lives who provides daily care to the child, without necessarily implying legal responsibility. The child's customary caregiver is the child's usual caregiver. This person has a parental role but may or may not be related to the child, and may not be the child's legal guardian. In an emergency context, this would typically mean the child's caregiver prior to the emergency.

*Source: (IOM, 2019)*

- **Community of origin:** In the migration context, a national or local community of a person or group of persons who have migrated internally or internationally.

*Source: (IOM, 2019)*

- **Consular protection and assistance (right to):** The right to the provision of adequate consular and other services that are necessary to meet the social, cultural, and other needs of nationals abroad or to protect their rights against any infringements by the receiving State.

*Source: (IOM, 2019)*

- **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.

*Source: (IOM, 2019)*

- **Cultural pluralism:** A policy aimed at ensuring harmonious interaction among people and groups with plural, varied, and dynamic cultural identities, as well as their willingness to live together.

*Note: As further noted in Article 2 of the UNESCO Universal Declaration on Cultural Diversity: "Thus defined, cultural pluralism gives policy expression to the reality of cultural diversity. Indissociable from a democratic framework, cultural pluralism is conducive to cultural exchange and to the flourishing of creative capacities that sustain public life."*

- **Destination country:** 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.*

*Source: (IOM, 2019)*

- **Host community:** A national or local community in which displaced persons temporarily reside.

*Source: (IOM, 2019)*

- **Host country:** *Note:* In the context of returns, this term is used, as opposed to "country of origin" and as an alternative to "destination country" or "sending country," to provide clarity in the identification the various countries involved. In other contexts, the term "host country" is generally best avoided, as it may imply a particular relationship between migrants ("guests") and natives ("hosts") which may be misleading and could undermine the integration of migrants. *Source: (IOM, 2019)*



- **Humanitarian action:** According to the IOM Glossary on Migration, this term refers to the "assistance, protection, and advocacy in response to humanitarian needs resulting from natural hazards, armed conflict, or other causes, or emergency preparation and response. It aims to save lives and reduce suffering in the short term, and in such a way as to preserve people's dignity and open the way to recovery and durable solutions to displacement.

*Source: (IOM, 2019)*

**Humanitarian action is also referred to as humanitarian aid, assistance, or relief, relief assistance, or relief action:** Concerning humanitarian emergency assistance more specifically, General Assembly Resolution 46/182 indicates that such assistance lays the foundation for recovery, transition, and development: "There is a clear relationship between emergency, rehabilitation, and development. In order to ensure a smooth transition from relief to rehabilitation and development, emergency assistance should be provided in ways that will be supportive of recovery and long-term development."

*Source: (IOM, 2019)*

- **Humanitarian border management:** Border operations carried out before, during, and after humanitarian crises which trigger mass cross-border migration. It aims to improve preparedness of border authorities to respond appropriately to cross-border movements arising from both natural and man-made disasters, in a way that protects crisis-affected migrants and guarantees their human rights and interests, while respecting national sovereignty and security.

*Source: (IOM, 2019)*

- **Humanitarian communication:** Its objective is to create a two-way exchange of information among responsible parties (humanitarian actors) and populations affected by a crisis, to respond to the information needs of the affected populations and generate feedback that contributes to an appropriate humanitarian response, while at the same time facilitating the recovery plan. It also includes intercultural considerations and community messages that seek to reduce feelings of rejecting towards migrants.

*Source: (IOM, 2019)*

- **Incorporation of the gender perspective:** Process of assessing the consequences for women, men, children, and LGBTIQ persons of any activity planned, including laws, policies, and programme, in all sectors and at all levels.

*Source: (IOM, 2019)*

- **Migrant flow (international).** The number of international migrants arriving in a country (immigrants) or the number of international migrants departing from a country (emigrants) over the course of a specific period.

*Source: (IOM, 2019)*

- **Migration crisis:** 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.

*Source: (IOM, 2019)*

- **Mixed movements (mixed migration or mixed flows):** A movement in which a number of people are travelling together, generally in an irregular manner, using the same routes and means of transport, but for different reasons. People travelling as part of mixed movements have varying needs and profiles, and may include asylum seekers, refugees, trafficked persons, unaccompanied or separated children, and migrants in an irregular situation.

*Source: (IOM, 2019)*

- **Receiving country:** Usually, a migrant's destination country. In the case of return or repatriation, also the country of origin or, in the context of resettlement, a country that has accepted to receive a certain number of migrants, including refugees, on a yearly basis by presidential, ministerial, or parliamentary decision. In the context of diplomatic or consular relations, the receiving country is the State which has consented to the establishment of consular posts or diplomatic missions of another State on its territory.

*Source: (IOM, 2019)*

- **Transit country:** In the migration context, the country through which a person or a group of persons pass on any journey to the destination country, or from the destination country to the country of origin or the country of habitual residence.

*Source: (IOM, 2019)*

- **Vulnerable group:** Depending on the context, any group or sector of society [such as children, the elderly, persons with disabilities, ethnic or religious minorities, migrants, particularly those who are in an irregular situation, or persons of diverse sex, sexual orientation, and gender identity (SSOGI)] that is at higher risk of being subjected to discriminatory practices, violence, social disadvantage, or economic hardship than other groups within the State. These groups are also at higher risk in periods of conflict, crisis or disasters.

*Source: (IOM, 2019)*



# **ANNEXES**

## ADDITIONAL REFERENCE MATERIALS

## MATERIAL I. COMMUNICATING WITH ACTORS AND INTERLOCUTORS

Different communication actions can be proposed for each essential interlocutor in a crisis situation. The recommendations described below are taken from the MICIC Guidelines and Training Manual.

### ► COMMUNICATING WITH HOST COUNTRIES AND COUNTRIES OF ORIGIN

According to the practices for applying MICIC Guideline 9 (communicate widely, effectively, and often with migrants on evolving crises and how to access help), institutions from host countries and countries of origin are very important actors when addressing a crisis situation.

What kind of informational meetings can be held in host countries? What information can be provided through consular services from the country of origin? Some suggestions are listed below.

HOST COUNTRIES	COUNTRIES OF ORIGIN
<p>When possible, host country institutions can organize periodical informational meetings.</p> <p>What can be communicated in these meetings?</p> <ul style="list-style-type: none"><li>• the evolution and scope of a crisis situation;</li><li>• the resulting threats;</li><li>• the assistance available;</li><li>• the status of search-and-rescue operations;</li><li>• other relevant news about the crisis or the migrant populations affected.</li></ul> <p>In many crisis scenarios, these <b>meetings</b> are a useful option for reporting on the situations as seen by the authorities. They can be held in various formats, such as:</p>	<p><b>Consular services</b> perform a central role in disseminating information among nationals abroad. Through these services, information such as that indicated below can be provided:</p> <ul style="list-style-type: none"><li>• the alert levels in crisis situations and recommendations for proposed actions;</li><li>• travel advisories, restrictions, and prohibitions;</li><li>• updated information on the situation;</li><li>• evacuation plans and orders;</li><li>• availability and location of temporary shelters;</li><li>• ways to access available assistance.</li></ul> <p>Some channels that can be used through consular services are:</p> <ul style="list-style-type: none"><li>• official communiqués through the press,</li></ul>

- public information meetings;
  - informational and coordination meetings with consular authorities from the country or countries of origin;
  - operations coordination meetings with stakeholders, including international and civil society organizations;
  - updates posted on the web and other virtual communications.
- official websites, and social network profiles;
  - distribution lists for e-mail, SMS, IMaps;
  - distribution through community channels (community leaders and representatives).
  - direct phone lines;
  - registry applications and travel guides.

Source: IOM, 2016a, p. 111.

## ► MIGRANT LEADERS

Especially in the case of migrants with irregular status, there can exist a great fear of accessing official channels, so safe media should be identified whereby they can establish contact and request information. Informal leaders can be important allies for such purposes, particularly community and religious leaders.

Some **criteria for selecting** these leaders are as follows:

- Their access to migrants.
- The level of respect and trust.
- Gender aspects.
- Their relations with host country institutions and consular missions.

It is important to keep in mind that, within a group of persons or a community, it is normal for there to be various persons who are leaders of subgroups, and thus the importance of trying to find out in a general manner who are the different people who occupy positions of leadership in the community. Not doing so can entail the risk of multiplying information only for a sector and not the entire target population.

In addition, it is important to train these people so they have the necessary preparation to face crisis situations, and include them in emergency plans.

## Why should I include community leaders as important interlocutors in my communication plan for crisis situations?

- ✔ They can reach the more isolated and marginal migrant communities.

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- ✔ They can inform us of gaps in the communication strategy.

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- ✔ They can help validate information and messages.

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### ► MIGRANT NETWORKS AND OTHER CIVIL SOCIETY ORGANIZATIONS

They play an essential role because they maintain solid relations with migrant communities and networks. Among other benefits, this can facilitate two-way communication and strengthen comprehension of the needs of migrants.

Here are some ideas to take advantage of these bonds:

- Identify the communication systems and tools that migrants use in specific contexts.
- Prepare instructions and procedures to communicate messages to migrants in emergency situations.
- Formulate policies to register migrants for purposes of facilitating communication.
- Organize official and unofficial events (meetings, conferences, or manifestations) to maintain contact with migrant networks and debate communication issues related to crisis situations.
- Raise awareness among other stakeholders and coordinate with them regarding strategies to communicate with migrants in crisis situations.
- Collaborate with migrants representatives to prepare guidelines on how to communicate.

### ► EMPLOYERS AND RECRUITMENT AND PLACEMENT AGENCIES

What messages can be communicated through these interlocutors?

- Information about emergency prevention, preparation, and response activities;
- Alerts on evolving conditions in host countries;

- Information on measures to observe when evacuation is necessary;
- When possible, provide general information regarding the next step, in order to reduce uncertainty.


## MATERIAL 2. ADVANTAGES AND DEFICIENCIES OF THE VARIOUS FORMS OF COMMUNICATION FOR PURPOSES OF EMERGENCY PREPAREDNESS AND RESPONSE

The table below shows the main advantages and deficiencies of the different products available for disseminating informational data related to emergency situations, and their suitability for awareness-raising messages, early warnings, or emergency communiqués.

		ATTRIBUTE																
		Apt for Awareness-Raising	Apt for Disseminating Early Warnings	Apt for Emergency Communiqués	Low Production/Adaptation Cost	Multilingual	Portable	Easy to Distribute	Accessible for a Wide Audience	Easy to Update	Allows Contextualized Messages and Clarifications	Not Easily Damages or Lost	Can Be Detailed	Can Include Visual Elements	Can Be Used even if the Networks or Electricity Supply Are Not Functioning	Accessible to People with Little Formal Education	Accessible for Visually Impaired Persons	Accessible for Disabled Persons
COMMUNICATION MEDIUM	Printed Books	Yes	No	No	No	Yes	Somewhat	No	Yes	No	No	Somewhat	Yes	Yes	Yes	Somewhat	Somewhat	Yes
	Brochures and Triptychs	Yes	No	Yes	Yes	Yes	Yes	Somewhat	Yes	Somewhat	Somewhat	No	Somewhat	Somewhat	Yes	Somewhat	No	Yes
	Digital Products on Paper	Yes	Somewhat	Yes	Somewhat	Yes	Yes	Somewhat	No	Yes	No	Yes	Yes	Yes	No	Somewhat	Somewhat	No
	Video Communications	Yes	Yes	Yes	No	Somewhat	Somewhat	Yes	Somewhat	Somewhat	No	Yes	Yes	Yes	No	Yes	Somewhat	Yes
	Audio Communications	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Somewhat	Yes	Yes	No	Somewhat	Yes	Yes	No
	Community Meetings	Yes	Somewhat	Yes	Somewhat	Somewhat	No	No	Somewhat	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Somewhat
	Door-to-Door Communication	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Somewhat	Yes	Yes	Yes	Somewhat
	Emergency Alerts	No	Yes	No	Somewhat	Somewhat	No	Yes	Somewhat	No	No	Yes	No	No	Somewhat	Yes	Yes	No
	System for Brief Messages	Yes	Yes	Yes	Yes	No	Yes	Yes	Somewhat	Yes	Somewhat	Yes	Yes	No	No	Somewhat	Somewhat	Yes
	Smart Phone Notifications	Yes	Yes	Yes	Yes	Somewhat	Yes	Yes	No	Yes	Somewhat	Yes	Somewhat	Yes	No	Yes	Somewhat	Yes

Source: IOM, 2016b.

- If the product completely fulfills a given attribute, it is shaded in **green**.
- If the product only partially fulfills a given attribute or only in certain circumstances (for example, audio messages can be heard with a manual radio in the event the principal networks are not functioning), it is shaded in **orange**.
- If the product does not fulfill a given attribute in most circumstances (for example, sirens and emergency alarms do not transmit many details), it is shaded in **red**.

 **We invite you to take the virtual course Including Migrants in Emergency Management (MICIC; in English); and the course on the Migration Crisis Operational Framework, MCOF. Both courses are available year-round through the E-Campus.**





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