

GUIDELINES AND EFFECTIVE PRACTICES

Migrants in Countries in Crisis Initiative
Civil Society Consultation

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INTRODUCTION

This document identifies guidelines and effective practices distilled from the two-day consultation with civil society held in Geneva, Switzerland in January 2016. It is divided into three parts, according to the pre-crisis, emergency, and post-crisis phases. Text in red identifies general guidelines on protecting and assisting migrants caught in countries in crisis. Text in blue distills, in general terms, practices applicable to the preceding guideline as participants explored and suggested such practices during the consultation. This document complements and should be read in conjunction with the civil society consultation Report.

I: PRE-CRISIS PHASE:

1. RIGHTS AND DIGNITY OF MIGRANTS

- i. Respect, protect, and fulfill the rights of migrants at *all* times and uphold their dignity.
- ii. Undertake rights-based actions through all phases of a crisis.
- iii. Understand and assess the vulnerabilities of all migrants including those who may manifest particular needs based on, *inter alia*, age, gender, migration status, and disability.

Among others, the following practices may be valuable:

All Stakeholders

- **Culture of tolerance, non-discrimination, and respect towards migrants:** Undertake activities to foster and engender a culture of tolerance, non-discrimination, and respect in society towards migrant populations. This could be done by, *inter alia*:
 - Developing campaigns against xenophobia;
 - Ensuring that the term “illegal” is never used when referring to migrants and migration and, instead, encouraging use of the term “irregular”;
 - Developing videos to counter hate speech. For example, IOM has partnered with Facebook to show positive counter hate speech videos on its platform;
 - Developing tools targeted at educators in schools and municipalities about migrants and migration. For example, the “Positive Images” project, which targets schools and municipalities, includes an educational resource toolkit for teachers, youth workers and other educators to teach young people about migration and development;
 - Developing campaigns to sensitize the public and build empathy towards migrants such as by conveying positive images of migrants, profiling migrant role models, including in their roles as mothers, fathers, children, grandparents, etc. and telling migrant stories through online platforms. An example is, “[i am a migrant](#)”;
 - Amending and reforming laws and policies to counter the over-securitization of migration and the criminalization of migrants;
 - Using diaspora engagement in communities, countries, crisis-response, and recovery to counter xenophobic and negative rhetoric.

- **Existing tools:** Utilize and adapt extant tools and guidance relevant to the MICIC Initiative and to respecting, protecting, and fulfilling the rights and dignity of migrants. These may include, *inter alia*, vulnerability assessment tools, standards, and guidance such as the IASC questionnaire for protection assessments, Minimum Standards on Child Protection in Humanitarian Assistance, and [Professional Standards for Protection Work](#).

All States

- **Treaties:** Ratify key treaties, including UN treaties and ILO conventions.
- **International obligations:** Comply with international obligations and recognize and protect the rights of all migrants, including those in an irregular status (some of these rights are identified in the civil society consultation Report). This may require, *inter alia*, adoption or amendment of laws, codes, regulations, and policies, as well as changes in practices to ensure migrants' rights are protected and realized.
- **Civil society:** Promote and facilitate civil society engagement to assist migrants to enjoy their rights. This may require States to, *inter alia*:
 - Ensure the rights to associate, organize and assembly are protected; that civil society is able to establish, register, and operate organizations and associations that allow them to undertake activities and advocacy to better protect and assist migrants; that they are able to work and collaborate with other actors to do so;
 - Ensure the right to freedom of expression and opinion is protected; that civil society is able to advocate, campaign, litigate, and call for reforms;
 - Reform laws, policies, and practices that prohibit or limit such freedoms.
- **Rights in transit:** Protect rights that apply to mobility, including transit, such as the right to leave any country as crises often occur in countries through which migrants transit.
- **Safe regular migration:** Adopt and expand avenues for humane legal migration. This limits the extent to which irregular status exacerbates migrants' vulnerability when conflicts and natural disasters strike the country in which they are present.
- **Immigration enforcement:** Separate immigration enforcement activities from access to services, administrative, judicial, and complaint mechanisms, and state protection to protect fundamental rights in ordinary times and in times of crisis. This could include, *inter alia*:
 - Entering into MOUs between government departments to ensure that reporting labour violations does not trigger consequences from immigration enforcement;
 - Adopting legal provisions mandating access to primary education regardless of immigration status;
 - Adopting prohibitions on inquiring about immigration status in the context of access to municipal services;
 - Gathering evidence on good practices on decoupling immigration enforcement from access to services from other countries and localities, including in North America and Europe and replicating these;
 - Learning from the soon to be released Recommendations from the Council of Europe on separating immigration enforcement activities from access to assistance and protection.

- **Rights of migrants:** Protect the rights of migrants. Some ways in which specific rights could be protected are detailed below:
 - Cultural and linguistic rights could be protected by ensuring that public documents are available in the languages commonly spoken by migrants;
 - Rights to liberty and security of persons and freedom from arbitrary deprivation of liberty could be protected by implementing alternatives to detention programs and excluding particularly vulnerable populations, such as children and families, from detention.

Civil Society

- **Awareness of rights:** Undertake information campaigns, including through orientation programs, to promote knowledge of rights among migrants and empower them to access rights and protection. This could include information on accessing rights, services, legal assistance, justice, and assistance in an emergency.
- **Litigation:** Undertake litigation to promote migrants' rights.
- **Media campaigns:** Undertake media campaigns to promote migrants' rights.
- **Challenges to accessing rights protection:** Talk to migrants to understand barriers to accessing rights protection, including practical challenges in exercising rights.
- **Assistance to migrants:** Provide assistance to migrants to enable them to access services and exercise and enjoy rights by, *inter alia*:
 - Helping migrants to fulfil local legal and administrative requirements;
 - Obtain local identification documents.
- **Migrant centres and safe houses:** Establish migrant centres in countries of destination to provide legal, medical, and other assistance.

2. DATA ON MIGRANTS

- i. Develop mechanisms to collect voluntary data and information on migrants, including on 'hidden' migrants such as those in an irregular status who may not be regularly counted or fearful of coming forward or migrants in detention.
- ii. Share data and information with other stakeholders to improve responses while maintaining the privacy and security of data and information and the safety of migrants.

Among others, the following practices may be valuable:

All Stakeholders

- **Baseline data and information:** Gather disaggregated baseline demographic data and other information, such as needs and vulnerabilities of migrants.
- **Transparency of data:** Identify existing data and knowledge and maintain the transparency of such data, as much as practicable (in light of privacy and security concerns), to allow other stakeholders to use such information to better assist and

protect migrants. While not directly related to the MICIC Initiative, a collection method and database developed by civil society on IDP populations was co-opted by the government and became the main system used by the government. In addition, Last Mile Mobile Solution (LMMS) is a stand-alone digital system with functionalities including beneficiary registration, verification, distribution planning and management, monitoring and reporting. It improves remote data collection, helps manage aid recipients, enables faster and fairer aid distributions and delivers rapid reporting to aid workers. Developed through collaboration with private sector partners and refined through pilot projects and feedback from early adopters, the LMMS had been deployed in over 26 countries by more than a dozen humanitarian agencies. LMMS is an example of how data on migrants can be collected and available in an open platform.

- **Sharing:** Maintain privacy and safeguard the security of data and information when sharing with other stakeholders. Ensure personal and confidential information is only shared with the consent of those affected. In this context, guidance could be gleaned from, *inter alia*:
 - UNHCR’s policy on data and confidentiality;
 - IOM’s data protection principles;
 - UN efforts to develop norms on privacy for data sharing;
 - Professional Standards for Protection Work.

Countries of Origin

- **Migrants in detention:** Collect information on migrants in detention so that in the event of conflicts and natural disasters, actions can be taken to provide assistance and protection to those in detention.

3. INFORMATION TO AND COMMUNICATION WITH MIGRANTS

- i. Use different methods to inform and communicate with migrants to account for all categories of migrants that may be affected by a crisis. This may require targeted action in relation to ‘hidden’ migrants, such as those in an irregular status, in domestic work, or in detention.

Among others, the following practices may be valuable:

All Stakeholders

- **Multiple communication mechanisms:** Ensure information dissemination and communication strategies employ multiple partners and mediums using appropriate languages. This may include national and local radio, TV, and newspapers in countries of origin and destination, mobile phones and apps, websites, social media, civil society actors, including faith-based organizations, migrant and civil society networks, migrant and diaspora organizations, migrant leaders and ‘agents of influence’, migrant communities, diaspora, migrant volunteers and employees, door-to-door visits, families, and other forms of grassroots outreach. Some of these mechanisms may be well suited to access ‘hidden’ migrant populations.
- **Web-platforms:** Use web-based platforms such as Ushahidi to obtain information on and communicate about migrants. Ushahidi is a crowdsourcing tool that allows crisis-

affected populations to raise their voice and report their needs. Users can submit reports by text message, e-mail, or Web postings, and the software organizes the data into a crisis map.

- **Facilities to charge mobile phones:** Provide amenities to enable migrants to charge their phones to facilitate communication. These could include back-up generators for when power fails, and specific mobile phone charging stations.
- **Community response maps:** Develop online platforms to track communication with, assistance to, and feedback from crisis-affected populations, including migrants. IOM has developed community response maps for this purpose that track beneficiaries' needs and facilitate direct feedback from migrants and other beneficiaries about the assistance they receive.
- **Diaspora for outreach and communication:** Engage diaspora in outreach to and communication with migrants, as they are a trusted source for information. Recognize the capacity of diaspora and incorporate them into response and recovery planning.
- **Agents of influence:** Use migrant/diaspora 'agents of influence' (people who can reach many migrants through social media or cell phones) to provide information to and communicate with migrants.
- **Non-traditional sources of information and access to migrants.** Recognize and take into account that grassroots civil society actors, including migrant shelters, faith-based organizations, and soup kitchens may have extensive knowledge of migrants and be a good means through which to communicate with and assist and protect migrants, including transient and irregular populations.

Civil Society

- **Social media and mobile applications:** Use social media and mobile applications (such as WhatsApp) to reach out to migrants as well as to communicate and facilitate information exchange with them.
- **Phone and credit:** Provide phones and credit to representatives of migrant groups to facilitate communication and access.
- **Door-to-door visits:** Undertake door-to-door visits to communicate with migrants, particularly where other mechanisms may be inadequate to reach all migrants.
- **Training:** Provide training to actors fielding calls and requests from crisis-affected migrants or their families to assist them to manage calls competently and sensitively.

Migrants

- **Outreach and communication with migrants:** Support other stakeholders by facilitating outreach to and communication with other migrants.

Diaspora

- **Outreach and communication with migrants:** Support other stakeholders by facilitating outreach to, and communication with, migrants.

Media

- **Reporting:** Accurately capture and report on international, regional, local, and grass roots responses to assist migrants to access relevant information.

States

- **Civil society:** Build relationships and networks with civil society actors, including faith-based organizations, particularly those that work directly with and have relationships of trust with migrants and migrant communities, including irregular migrants. Communicate with and conduct outreach to migrants through these actors.
- **SOS mobile system:** Establish 24/7 SOS mobile systems for migrants to report situations of distress through text messages and establish a team of actors to document and make timely referrals for assistance.

4. CAPACITY BUILDING AND SUPPORT

- Understand and recognize the vulnerabilities, needs, and rights of migrants and build the necessary capacity to better protect and assist migrants.**
- Support other stakeholders to better protect and assist migrants.**

Among others, the following practices may be valuable:

All Stakeholders

- **Migrant networks:** Foster migrant networks. These can serve multiple ends, including greater access to migrant populations through network focal points and leaders. Organize social and cultural events to encourage migrant network building.
- **Volunteer networks:** Recruit migrants into volunteer networks. This can serve multiple ends, including greater access to migrant populations and linguistically and culturally appropriate communication with and services to migrants.

Civil Society

- **Educate and raise awareness of the private sector:** Educate and provide information to the private sector including on the need for targeted, accessible services, including financial services.
- **Educate and advice authorities:** Provide advice and information to authorities, including local authorities on, *inter alia*:
 - The existence of migrant populations within their locality and their vulnerabilities, needs, and rights;
 - Identifying the languages that migrants speak and advocating to have materials and services translated into those languages;
 - Ways to make emergency services migrant-friendly;
 - Ways to incorporate needs of migrants into local crisis response and planning.

- **Empower and educate migrants:** Build the capacity of migrants to help themselves by: (1) providing pre-departure orientation and training; and (2) information upon arrival in countries of destination, either individually or in collaboration with other stakeholders. Topics to cover could include:
 - Emergency contacts of civil society, diplomatic missions, and hotlines;
 - Rights and obligations in countries of destination;
 - Language guides;
 - Risks and possible rights violations in potential labour markets.

- **Educate and train media:** Build the capacity of media, including local media, to communicate relevant information to migrants and capture responses by different stakeholders at the international, regional, national, and grass roots levels. Do this by training and educating them to understand the needs, vulnerabilities, and rights of migrants in crisis situations.

- **Training for non-traditional services providers:** Provide training to actors such as flight attendants to identify victims of trafficking.

Civil Society and International Organizations

- **Train employees and agents:** Train employees and agents to understand and recognize the vulnerabilities, needs, and rights of migrants.

- **Train volunteers.** Train volunteers to support other stakeholders to better protect and assist migrants.

5. COOPERATION AND COORDINATION

- i. Establish relationships, partnerships, and arrangements with other stakeholders to better protect and assist migrants during the emergency and post-crisis phases.

- ii. Understand the resources, competencies, strengths, and competitive advantages held by different stakeholders at all levels and take account of these to maximize resources, effectiveness, and efficiency.

Among others, the following practices may be valuable:

All Stakeholders

- **Partner meetings:** Hold annual or more regular partner meetings to share information, experiences, lessons, and coordinate responses, particularly in countries of destination.

- **Multi-stakeholder dialogues:** Organize multi-stakeholder dialogues with governmental and non-governmental actors involved in humanitarian and development spheres, including academics and migrants to foster learning and develop methods to cooperate and collaborate on ways to improve laws, policies, programs, and rights protection.

- **Multi-stakeholder evacuation and repatriation:** Establish multi-stakeholder arrangements to facilitate evacuation and repatriation of migrants. These arrangements could be between, *inter alia*, governments of countries of origin and transit and civil

society actors and international organizations. Such arrangements should leverage the capacities and strengths of all actors.

- **Existing response systems:** Integrate protection and assistance to migrants into existing response systems and mechanisms, rather than creating parallel structures, and ensure complementarity. This can be done by, *inter alia*, ensuring robust information sharing and linkages between existing systems, including different groups within the cluster system and different agencies within the IASC.
- **UN, diaspora, and migrant response systems:** Establish a coordination mechanism between UN response systems and response systems used by diaspora and migrants.
- **Partnerships for research:** Build partnerships and cooperative arrangements to undertake research—between those providing assistance and protection to migrants—and independent, qualified researchers and evaluators to enhance the quality, form, relevance, and use of information gathered. In some contexts, inter-agency or inter-stakeholder cooperation may be essential.
- **Consultation and coordination systems:** Create multi-stakeholder consultation systems that include international organizations, civil society, and migrants to address migrant vulnerabilities and enhance resilience in ordinary times and to inform response efforts that target migrants and their needs.

Civil Society

- **Private sector:** Establish partnerships with the private sector in diverse areas including:
 - Information dissemination through online platforms such as Google and Facebook. The types of information that could be communicated include where to go, who to contact, and how to access legal assistance in crisis situations;
 - Information translation through services such as Google;
 - Financial services, including debit cards and financial literacy training to migrants through actors such as MasterCard;
 - Communication for allowing migrants to trace/find family members. Actors such as Samsung and Nokia provide areas to charge phones in countries and localities where electricity is limited to facilitate communication;
 - Delivery of humanitarian aid.
- **Local, national, international, and transnational civil society:** Build relationships with and networks of local, national, international, and transnational civil society actors to coordinate, cooperate and take advantage of varied experiences, knowledge, and capacities. This could be done by:
 - Establishing a Google Group or other online platform around which actors committed to shared goals can coalesce. Such mechanisms could be used to share information and undertake joint advocacy, capacity building, and training. The Asia Pacific Refugee Rights Network (APRRN), although not related directly to the scope of the MICIC Initiative, is an example.
 - Ensuring those with overlapping interests and mandates that compete for funds work together to better protect and assist migrants rather than hinder action.

- **Dialogues with diplomatic missions and migrants:** Engage in regular dialogues with diplomatic missions and migrants to understand migrants' circumstances, needs, rights violations, and gaps in protection and to work together to address challenges and needs and to improve the legal, policy, and operational landscape in destination countries.
- **Agreements with State authorities and other stakeholders:** Enter into agreements and arrangements with State authorities in countries of origin and destination (as well as other stakeholders) on a range of areas, including, *inter alia*:
 - Pre-departure orientation and training;
 - Information to migrants upon arrival in countries of destination, such as emergency contacts of civil society, diplomatic missions, and hotlines, rights and obligations, and language guides;
 - Services and information to migrants (e.g. shelter), including those in detention;
 - Safe houses for migrants or to service migrants in existing safe houses.
- **Migrants and migrant groups.** Establish relationships with migrants and migrant groups to engender trust that in turn can facilitate assistance and protection to them by:
 - Holding social and cultural events;
 - Attending social and cultural events organized by diaspora and migrants.
- **Diaspora and diaspora groups:** Establish relationships with diaspora and diaspora groups to identify and provide assistance and protection to migrants.
- **Joint agendas:** Work with other stakeholders to advance joint agendas. For example, civil society, UN bodies, and supranational entities have worked together to set agendas on particular thematic areas, including a call for action to protect children in the context of migration.
- **Surveys to map civil society services:** Undertake surveys of NGO practitioners to understand the services that other civil society actors provide, such as pre-departure orientation, legal assistance, medical services, and language and cultural training, to make appropriate referrals.
- **Partnerships for referrals:** Enter into agreements and arrangements with relevant stakeholders to refer migrants with specific needs. For examples, referrals to governments for consular services; to UNHCR for asylum seekers, refugees, and stateless persons; to hospitals and other local service providers; to international and civil society organizations for services and assistance such as food, shelter, legal assistance; and to local judicial and other organizations with mandates to protect and assist victims of trafficking, gender-based violence, or unaccompanied and separated minors.
- **Partnerships for pre-departure training.** Enter into partnerships with authorities to provide pre-departure training to migrants.

States

- **Bi-lateral agreements:** Adopt agreements with countries to which nationals travel for work or other purposes to protect their rights and dignity during times of peace and times of crises. Such agreements may include, amongst others, provisions relating to social protection.

6. PREPAREDNESS AND CONTINGENCY PLANNING

- i. Involve civil society actors and migrants in preparedness systems and mechanisms.
- ii. Integrate migrants into laws, policies, strategies, plans, programs, structures, mechanisms, and activities relating to preparedness and emergency response.

Among others, the following practices may be valuable:

All Stakeholders

- **Evacuations plans:** Understand and take into account the resources and capacities of civil society actors and incorporate these into evacuation plans.
- **Contingency plans:** Understand and take into account the resources and capacities of civil society actors and incorporate these into contingency plans.

Civil Society

- **Preparedness and contingency plans:** Develop preparedness and contingency plans for migrant communities.
- **Know-your-rights and one-stop shops:** Develop know-your-rights materials and set up one-stop shops at the community level to provide migrants with information they need on crisis preparedness.

Countries of Destination

- **Preparedness and emergency systems and mechanisms:** Establish and implement preparedness and emergency systems that are tailored to the local context and the type of crisis. This includes taking into account the history, migratory landscape, and the type and predictability of crises.
- **Preparedness and emergency management laws, policies, strategies, plans, and programs:** Ensure that laws, policies, strategies, plans, and programs relating to preparedness and emergencies, including disaster risk reduction (DRR), take account of and incorporate potential needs and vulnerabilities of migrants.
- **Tools and lessons from DRR:** Learn from tools, experiences, and practices in the DRR field, including experiences from “community-based and inclusive DRR” and the Sendai Framework for Disaster Risk Reduction 2015-2030, which identifies the need for an all-of-society approach to DRR, and explicitly calls for the inclusion of migrants in the design and implementation of DRR policies, plans, and standards.
- **Legal and policy reforms:** Undertake legal and policy reforms to mitigate conditions of vulnerability and enhance resilience of migrants. These may relate to:
 - Ensuring that migrants are able to realize their rights;
 - Ensuring access to basic services;
 - Ensuring access to administrative, judicial, and other redress mechanisms;
 - Separating immigration enforcement from preparedness and response efforts, including by involving immigration enforcement actors in preparedness efforts.

- **Separate immigration enforcement:** Establish mechanisms to separate immigration enforcement from access to protection and assistance. Provide migrants with identity cards that do not show their immigration status to enable them to access essential services without fear of being subject to immigration enforcement.
- **Civil society:** Understand and incorporate the roles and functions carried out by relevant civil society actors into preparedness and response systems and support and facilitate civil society, including those working at the grassroots level, as preparedness and response actors. This can be done by, *inter alia*:
 - Mapping civil society, migrant, and diaspora actors and their resources, capacities, and knowledge;
 - Using local civil society actors, including researchers and academics, to locate migrants, understand their vulnerabilities and needs, and fill information gaps.
 - Developing contingency plans that take into account the resources, capacities, and capabilities of civil society to provide services and assistance during crises;
 - Strengthening the ability of civil society to maintain and build relationships with migrants to promote awareness-raising efforts on crisis-related risks;
 - Removing obstacles that hinder civil society work in support of migrants.

7. BUILD FRAMEWORKS, MECHANISMS, AND CAPACITY TO ADDRESS POST-CRISIS NEEDS

- i. **Build the capacity to better address post-crisis needs of migrants, their families, and their communities.**

Among others, the following practices may be valuable:

All Stakeholders

- **Partnerships with diaspora:** Establish and sustain partnerships with diaspora that take advantage of their unique skills, capacities and strengths—diaspora actors can be implementing partners, advocates, capacity- and resilience builders, knowledge repositories, conduits for communication and information-sharing, migrant-trusted allies, private sector service providers, employers, recruiters, policy developers, and funders. This may include using diaspora, *inter alia*:
 - To counter anti-migrant rhetoric;
 - As entry points to facilitate specific action.
- **Role in humanitarian and development action:** Invest in and build the capacity of diaspora to strengthen their role in humanitarian (and development) action as diaspora actors may not be hindered by bureaucratic hurdles that plague other responders, may be more willing to take risks and work in the midst of crisis situations.
- **Diaspora maps:** Map diaspora and conduct research on diaspora. Ensure these activities capture the diversity of diaspora actors—formal, informal, elite, grassroots—their interests, levels of politicization, organizational capacity, and modes of operation in order to effectively engage them in emergency response and recovery. This can be done through focus groups, visits, and meetings with diaspora. The Diaspora Emergency Aid and Coordination (DEMAC) project, implemented by an NGO consortium, maps diaspora

responses to crises, including those in Syria and Somalia as well as the Ebola outbreak, and explores intervention methods and organizational capacities of diaspora as providers of humanitarian aid. It also seeks to improve diaspora emergency response capacity and coordination with the humanitarian system.

- **Financial literacy:** Prepare migrants for the possibility of return by providing them with financial literacy training, including how to save and maximize earnings.

States

- **Collective remittance systems:** Establish collective remittance systems and financial mechanisms to facilitate diaspora engagement and target remittances to serve reconstruction and development goals. An example of this is the 3 for 1 collective remittance system implemented in a Latin American country: for every USD 1 in remittances contributed by a migrant, USD 3 in federal, state, and local funds are contributed towards infrastructure projects in migrant-sending areas within the country. Funds are allocated to projects to improve access to water, sewerage, roads, and similar infrastructure projects.

Diaspora

- **Funds:** Leverage relationships, connections, and affiliations to raise funds to assist and protect migrants caught in countries experiencing crises during the emergency and post-crisis phases.

8. COLLECTIVE RESPONSIBILITY

- i. Appreciate the collective nature of the endeavor to better protect and assist migrants caught in countries experiencing crises and ensure responsibility and burden sharing among relevant stakeholders.
- ii. Feed and integrate better protection and assistance to migrants caught in countries in crisis into relevant frameworks, agendas, processes, strategies, and mechanisms.
- iii. Ensure that any advocacy agenda for promoting the incorporation of, and compliance with, the MICIC Initiative Principles, Guidelines, and Practices reflects the roles and responsibilities of all stakeholders, including civil society.

Among others, the following practices may be valuable:

All Stakeholders

- **Local-level actors (State and non-State):** Recognize the importance of State and non-State local-level actors, including NGOs, faith-based organization, formal and informal migrant networks, and community organizations, and the key roles they can play in better protecting and assisting migrants. They are often the first responders. They have the capacity to, *inter alia*, identify vulnerable migrant populations; connect migrants to resources and other stakeholders; coordinate among themselves; build trust and acceptance at the local and community levels, and identify bodies and trace missing persons. They also have strategies and connections that can be activated quickly. Incorporate these actors into planning, preparedness, and response. In this context,

learn from, *inter alia*, IOM's 2015 international Dialogue on Migration which focused on Migrants in Cities and use municipal authorities, where practicable, to empower migrants and build resilient local migrant populations and stable communities.

- **Volunteers:** Recognize the value of volunteers, and in particular migrant volunteers, who can support other stakeholders to better protect and assist migrants.
- **Role of migrants, diaspora, and civil society:** Recognize and facilitate the crucial role that migrants, diaspora, and civil society play in general through all phases of a crisis. Their competencies include access, networks, pre-established relations of trust and loyalty, ability to work in difficult situations and undertake difficult work, willingness to take risks, and vested interest in the protection of and assistance to vulnerable migrants.
- **Governmental and inter-governmental processes:** Ensure civil society, migrants, and diaspora, are involved in relevant UN, multi-lateral, bi-lateral, and inter-governmental processes.
- **Humanitarian response system:** Incorporate assistance and protection to migrants, including those caught in conflicts and natural disasters, into UN-coordinated humanitarian response mechanisms, including the IASC cluster system.
- **Other agendas, processes, and strategies:** Build synergies and engage with other agendas, processes, and strategies that are pertinent to the MICIC Initiative or to particular issues encompassed within it. This can promote awareness, references, and implementation of the document and ensure the true nature of this endeavour as a collective responsibility is widely shared and understood. Relevant processes and agendas include:
 - The World Humanitarian Summit;
 - Regional Consultative Processes on Migration (RCPs).

II. EMERGENCY PHASE:

1. ACCESS TO AND PROVISION OF ASSISTANCE AND PROTECTION

- i. Provide non-discriminatory access to emergency humanitarian assistance, and prioritize the saving of lives, regardless of migratory status or other characteristics.
- ii. Adopt a flexible approach to determining vulnerability and recognize that needs may vary based on context. Ensure responses target needs and are not impeded by pre-existing definitions of categories of migrants. Ensure interventions are tailored to and accommodate the diverse needs of different categories of migrants.
- iii. Ensure freedom of movement and the ability to flee to safety.
- iv. Take advantage of the skills, resources, competencies, and strengths of different stakeholders.

- v. Recognize and take account not only of the differences stemming from conflicts and natural disasters as they relate to the needs and vulnerabilities of migrants but also the challenges experienced by responders.

Among others, the following practices may be valuable:

All Stakeholders

- **Activation:** Activate relevant agreements, arrangements, partnerships, structures, and mechanisms discussed in the pre-crisis section.
- **Prioritize needs:** Provide basic assistance, including safety, security, health, food, water, and shelter to *all* migrants and their families.
- **Psychosocial assistance:** Consider whether psychosocial assistance should be provided as an immediate service and in parallel with efforts to address safety, security, and basic needs.
- **Access to justice:** Consider whether efforts to assist migrants to access justice—such as to recover back wages or property—needs to be undertaken during the emergency phase and concurrently with efforts to assist migrants to evacuate or repatriate.
- **Child- and age-friendly spaces:** Ensure that reception places, shelters, camps, and centres for migrants affected by crises include child- and age-friendly spaces to accommodate the psychosocial, health, and other needs of children and the elderly.
- **Culturally, linguistically, and handicap-sensitive responses:** Ensure assistance and protection to migrants is culturally and religiously appropriate, sensitive to and addresses the needs of migrants with disabilities.
- **Migrant hosting populations:** Ensure that, once migrants' acute and life-saving needs are taken care of, other services provided to migrants are inclusive. This may mean that services provided to migrants are also provided to local/host communities, particularly where they exhibit similar needs and vulnerabilities as the migrants.
- **Multiple approaches to assess needs and deliver assistance and protection:** Adopt proactive and multiple approaches to reach and assess migrants' needs and deliver assistance to ensure migrants who may not self-identify and those who find shelter on their own are also provided with assistance and protection. This may include, *inter alia*:
 - Door-to-door visits in localities hosting migrant communities;
 - Interviews with migrants;
 - Visits to detention centres.
- **Tracing and identification:** Use migrants, diaspora, and family members to help conduct tracing and identification.
- **Needs assessment tools:** Adapt existing tools to the particular context, such as the IASC questionnaire for protection assessments.
- **Migrant employees and volunteers:** Employ or recruit individuals or teams of migrants as volunteers to serve multiple ends to:

- Identify other migrants, including irregular migrants;
 - Identify needs and vulnerabilities;
 - Reach and provide information and assistance to those in remote or isolated working conditions or communities;
 - Provide linguistically and culturally appropriate information and services;
 - Take a local approach;
 - Conduct protection assessments and monitoring;
 - Serve as an early warning system for impending crises, particularly outbreaks of violence and conflict;
 - Search for missing migrants.
- **Cluster system:** Mainstream protection and assistance to migrants into the cluster system.
 - **Vulnerability:** Recognize that non-traditional categories of migrants, such as young men, adolescents, etc., may be especially vulnerable and adapt responses accordingly.
 - **Visas, access to territory, and humanitarian protection:** Coordinate to ensure that migrants fleeing crises are able to exit, access territory, obtain necessary visas, and have the opportunity to apply for humanitarian protection mechanisms, including temporary mechanisms.
 - **Existing standards:** Use existing standards and adapt them to address the vulnerabilities and needs of crisis-affected populations. One example is the Minimum Standards on Child Protection in Humanitarian Assistance.
 - **Diaspora entry points for humanitarian assistance:** Use diaspora to assist and negotiate entry and access in situations where migrants may mistrust humanitarian actors.

Civil Society

- **Detained migrants:** Assess and address the needs of detained migrants during crises.
- **Local staff and personnel:** Ensure that, in conflict situations in particular, national and local staff of regional and international civil society are not exposed to adverse ramifications by using international and regional personnel to carry out necessary responses. Undertake research in collaboration with researchers to determine how best to work with local personnel to ensure their safety and security.

States

- **Asylum:** Uphold the right to claim asylum including by providing access to refugee status determination systems.
- **Non-refoulement:** Uphold the prohibition against refoulement by refraining from returning persons to persecution and other forms of serious harm.

Countries of Origin

- **Identity and travel documents:** Undertake identity assessments and provide nationals with identity and travel documents to enable them to travel and access assistance.

Ensure that consular services have the authority to issue timely identity and travel documents at consular and diplomatic posts. This may necessitate temporary mechanisms for establishing identity and facilitating movement (such as emergency travel cards or laissez-passer).

Countries of Destination

- **Identity documentation:** Facilitate the provision of identity and travel documents to migrants by countries of origin.
- **Detention:** Refrain from detaining migrants fleeing crises.
- **Exit:** Facilitate the departure of migrants, including those that may have been in an irregular status or have lost documents: (1) through provision of exit visas and other necessary documents; (2) waiver of fees and penalties relating to exit, overstay, or status; and (3) addressing any other barriers, such as those that may be associated with sponsorship systems, to enable migrants to leave.
- **Immigration enforcement:** Refrain from undertaking immigration enforcement activities, including detention and deportation, during the emergency phase of crises.
- **Separate immigration enforcement:** Create mechanisms to separate immigration enforcement activities from access to humanitarian services. This means, *inter alia*, ensuring that in the provision of emergency services, identifying information is not requested or sought to ensure that fear of authorities and other potential repercussions, such as deportation, do not inhibit crisis-affected migrants from accessing lifesaving assistance and protection.

Countries of Transit

- **Entry and exit:** Facilitate the entry, exit, and movement of crisis-affected migrants by waiving any entry and/or exit visa requirements, penalties, or other restrictions that may inhibit movement.
- **Identity documentation:** Facilitate the provision of identity and travel documents to migrants by countries of origin.
- **Detention:** Refrain from detaining any migrant fleeing crises.

International Organizations

- **Tracing:** Provide family tracing services.
- **Information campaigns:** Carry out information campaigns for migrants leaving crises to inform them of relevant information and risks.

Migrants

- **Information dissemination and assistance:** Use networks and connections to disseminate information to and assist other migrants affected by crises.

Diaspora

- **Advocacy:** Advocate with governments, businesses, the international community, and other affiliates to better protect and assist migrants caught in countries experiencing crises. This may include, *inter alia*:
 - Lobbying with governments to provide humanitarian assistance to migrants;
 - Facilitating diverse business engagement in responses and recovery;
 - Engaging in national and international dialogue on humanitarian responses;
 - Negotiating or mitigating the intensity of conflicts.
- **Information dissemination and assistance:** Utilize networks and connections to disseminate information to and assist migrants affected by crises. In Libya, parallel information systems established by the Somali diaspora was an important mechanism for communicating and implementing community protection strategies. This system also provided information to Somali diaspora who sought to locate and identify family members in Libya.
- **Respect for migrant choices:** Foster understanding and respect among other stakeholders for migrant needs, interests, preferences, and choices and ensure responses accommodate these aspects.

III. POST-CRISIS PHASE:

1. ADDRESS IMMEDIATE AND LONG-TERM POST-CRISIS NEEDS AND IMPACTS

- i. Use a solutions-oriented approach to address return and reintegration.
- ii. Understand the particular vulnerabilities and diverse needs of returned migrants, their families, and communities, and provide targeted support to address immediate and longer-term needs.

Among others, the following practices may be valuable:

All Stakeholders

- **Solutions-oriented approach to return and reintegration:** Undertake immediate, medium, and long-term efforts to reintegrate returned migrants. In this context, consider initial reasons for migration; address human rights, humanitarian, development, and reconstruction challenges, and coordinate with relevant actors at the local, national, and international levels in efforts to seek solutions. Criteria from the IASC framework on durable solutions may be useful for informing the development of comprehensive responses to return of migrants and monitoring progress towards reintegration.
- **Partner with local actors:** Partner with businesses, faith-based organizations, and community leaders to address the reintegration of migrants and to build a bridge between migrants and the communities to which they return.
- **Remigration and mobility:** Facilitate safe remigration and understand the background and diverse reasons why migrants may want to re-migrate. Support for remigration can

include information on safe and legal avenues to remigrate, coordination with recruitment agencies to match skills against industry needs, ensuring remigration projects and programs are adequately funded, and establishing targeted remigration programs for return migrants.

- **Access to justice:** Facilitate access to justice for migrants, including ability to recover assets, back wages, social contributions, etc. Requiring migrants to sign a power of attorney can enable other stakeholders to assist migrants in this endeavor.
- **Data and research for better reintegration:** Gather data and undertake research on return, reintegration, and remigration to learn lessons. This could be done by, *inter alia*:
 - Creating a database that registers migrant returns;
 - Undertaking research on where migrant go, what they do, and what the reintegration process looks like from the beginning to the end;
 - Learning lessons from refugee reintegration.

Civil Society and Countries of Origin

- **Reception centers:** Establish reception centers for return migrants and allow migrants to stay at these centers while they determine options and develop a plan for reintegration.
- **Partnerships on reintegration approaches:** Develop reintegration approaches and programs in partnership with relevant government ministries, organizations, migrants, and communities and ensure migrant and community needs are understood and incorporated into planning and programming.
- **Diverse and multiple reintegration support:** Provide return migrants (and their families, where necessary) with a range of services and support to address diverse realities and needs, distinguishing and accommodating, where necessary, immediate and longer-term needs. Immediate needs, in general, may be humanitarian in nature, whereas longer-term needs may relate to development, social policy and integration. Many of these services may need to be provided to return migrants as well as to local/host communities. Among the services that may need to be supplied are:
 - Cash assistance;
 - Medical, psychosocial, and counseling services;
 - Certification and recognition of training, education, qualifications and skills obtained while abroad;
 - Vocational training, job matching, and placement;
 - Tracing and family reunification;
 - Multi-disciplinary assessments to ascertain the needs of children;
 - Assistance to obtain identity documents to access services;
 - Support to integrate into schools and communities;
 - Assistance to recover assets, property, income, or compensation;
 - Measures to address and account for gender-based implications and vulnerabilities, such as gender-based violence and stigmatization that may arise upon return;
 - Measures and assistance to address the *integration* rather than *reintegration* of long-term migrants who may lack local connections, cultural familiarity, or other networks of support;

- Measures to recover or mitigate losses experienced because of the crisis, such as devalued currency brought back by migrants. This could be done through central bank interventions to help stabilize exchange rates.

Diaspora

- **Remigration:** Foster and facilitate the remigration of crisis-affected migrants by leveraging connections, relationships, and affiliations.

2. LESSONS, UNDERSTANDING, EVALUATION, AND REFLECTION

- Collectively invest in and build mutual commitment to rigorous research, monitoring, and evaluations, for shared learning, knowledge, and accountability.
- Incorporate and mainstream evidence and results into laws, policies and practices.

Among others, the following practices may be valuable:

All Stakeholders

- **Regional migration dialogues:** Use regional migration dialogues that relate to the main corridors of migration as a forum for learning and cooperation on preparedness and response.
- **Global, regional, and national mechanisms:** Create global, regional, and national mechanisms for mutual learning, cooperation, preparedness, and response.
- **Invest in ethical research, monitoring, and evaluations:** Promote, invest in, and conduct rigorous research, monitoring, and evaluation relevant to every phase of a crisis to build the pool of knowledge available to all stakeholders, improve standards, and inform policies and practices. Use independent evaluations in particular to understand which activities are achieving their goals and which aspects may need to be improved. Ensure that all research, monitoring, and evaluations are undertaken in an ethical manner to safeguard migrants and not expose them to further harm or risks.
- **Alter perceptions, discourse, and priorities:** Use evidence gathered through independent research, monitoring, and evaluations to change perceptions, discourse, and global priorities. This can be done by, *inter alia*, using such materials to:
 - Underpin campaigns and other forms of advocacy and efforts to change public and policy actors' understanding of issues;
 - Guide funding proposals.
- **Baseline data and information:** Gather disaggregated baseline data and information on actions/programs and the impacts of actions/programs as without which there is limited scope to measure the "success" and relative impact of subsequent interventions.
- **Indicators:** Develop indicators to inform monitoring and evaluation, including those of State policies and practices and to promote accountability and transparency of data. The [UN OHCHR has developed a methodology to establish indicators](#), which are used by civil society at the national level to evaluate the impact of their programs.

- **Link to policies and programs:** Link and incorporate knowledge and evidence gathered through research, monitoring, and evaluations to policy and programs to inform necessary legal and policy developments, reforms or changes to established practices. For example, inter-agency research on child-friendly spaces impacted the way in which international organizations mainstreamed child-friendly space considerations into their work and helped set standards.
- **Research, monitoring, and evaluations of past activities and programs:** Undertake research, monitoring, and evaluations of activities and programs implemented during past crises to understand the needs of and responses towards migrants, to distil lessons, and understand how programs and activities should be adapted to better assist and protect migrants. This could be done through timely case studies and through independent evaluations and assessment of successes and challenges.

Donors

- **Funding for research, monitoring, and evaluation:** Provide and build pools of funding that allow academics, policymakers, and practitioners to carry out diverse research, monitoring, and evaluation using different approaches.

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