

GUIDELINES AND EFFECTIVE PRACTICES

Migrants in Countries in Crises Initiative

[IGC Plus Consultation](#)

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INTRODUCTION AND STRUCTURE

This document is divided into three parts, according to the three phases of crises as identified in the IGC Consultation Report —Pre-crisis Phase, Emergency Phase, and Post-crisis Phase. Each of the three parts is organized as follows. 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 such practices were explored and suggested during the IGC Plus consultation on the Migrants in Countries in Crisis Initiative.

1. PRE-CRISIS PHASE

1.1 MONITORING CRISIS HOTSPOTS

Mapping potential natural disaster and conflict hotspots on an ongoing basis.

Amongst others, the following practices may be valuable:

Country of Origin

- **Map Major Locations of Nationals Abroad:** Map, monitor and regularly update information on major locations of nationals abroad for possible natural disaster and conflict risks; disseminate this information regularly through publicly available tools such as websites as well as the migrant-specific targeted tools identified below.

International Organizations

- **Map Disaster and Conflict Hot Spots:** Map and disseminate evidence on disasters and environmental change and/or the effects of climate change, for example through the International Displacement Monitoring Centre (IDMC), IOM's Displacement Tracking Matrix (DTM), the Atlas of Environmental Migration and other relevant publications; map conflict hot spots through predictive analytics tools that can identify countries, regions or populations at risk of crisis, merging population density data with environmental and conflict vulnerability data, to facilitate targeted preparedness activities.

1.2 DATA ON CITIZENS ABROAD

Establishing formal and informal systems/mechanisms to collect information on citizens abroad, including contact details, emergency contacts, and locations.

Amongst others, the following practices may be valuable:

Country of Origin

- **Formal Registration Systems:** Establishing registration systems that allow citizens to register their travel abroad, locations, emergency contact and demographic information prior to departure and upon arrival.
- **Informal Networks:** Identifying community leaders and focal points amongst citizens abroad prior to departure to the country of destination or upon arrival to facilitate contact with and information dissemination and assistance to wider networks of citizens abroad. Maintaining a list of names and contact details of such persons. As tracking the location of migrants in irregular status may be difficult since many would likely avoid official registration, informal networks could be helpful in collecting information on and establishing contact details for such irregular migrants within their community.
- **Migrant Self-Empowerment:** Encourage migrants to empower themselves through such measures as purchasing travel insurance before traveling abroad, registering, signing up to twitter feeds and travel circulars, and downloading apps that provide timely updates.

Country of Destination

- **Formal Registration Systems:** Requiring migrants to be registered upon arrival in the country of destination.
- **Include Migrants in Disaster Risk Reduction and Disaster Management Plans:** Ensuring that migrants and their specific vulnerabilities and needs are factored into Disaster Risk Reduction and Disaster Management plans, policies and programmes at national, regional and global levels.

Employers

- **Databases:** Creating detailed databases with critical information on employees (name, contact, copies of passport and visas, same for dependents, medical needs, emergency contacts, etc.) and regularly updating employee files.

1.3 INFORMATION TO AND COMMUNICATION WITH CITIZENS ABROAD

- i. Providing information to citizens traveling abroad prior to travel (and upon arrival) on what to do, where to go, and who to contact in the event of a crisis and how to access timely, regular and credible information on impending (and ongoing) crises, among other issues of critical importance.

Amongst others, the following practices may be valuable:

Country of Origin

- **Pre-departure Training:** Establishing training programs for citizens traveling abroad (in particular those traveling for an extended length of time such as migrant workers) that incorporates a component on action to take in the event of a crisis (e.g. reporting to embassies, community organizing, etc.)
- **Alerts, Websites, Apps, Social Media, and Bulletins:** Subscription-based email alerts, text messages, and bulletins, targeted and mobile-friendly websites, and apps and social media (such as Facebook, Twitter, and Youtube) are all capable of providing critical information to citizens abroad about crises, security conditions, and risks. Relevant information can be drawn from many sources including intelligence, as well as the travel advice provided by other countries/governments.
- **Crisis Alert Systems:** Establishing crisis monitoring and alert systems dictating different levels of actions for citizens abroad based on the classification level of the crisis, for example (1) precautionary phase; (2) restriction phase; (3) voluntary repatriation; and (4) evacuation/mandatory repatriation.

All Stakeholders

- **Establish Back-up Communications Systems:** anticipate the need to have satellite and alternative communication capabilities in the event normal communications channels such as phone lines and internet service are disabled during the crisis.
- ii. Establishing mechanisms to ensure regular two-way communication with migrants to ensure they receive information about security alerts and that they can communicate on their condition and needs by using various communication means.

Amongst others, the following practices may be valuable:

Employers

- **Communication trees:** Establishing and regularly testing communication systems that ensure an immediate horizontal and vertical flow of communication.
- **Satellite communication technology:** Establishing satellite phone and Internet capabilities to ensure secure communications in the event power lines are lost during crises.

1.4 CONTINGENCY PLANNING

Undertaking contingency planning, including building the capacity of relevant personnel to respond to crises.

Amongst others, the following practices may be valuable:

Country of Origin

- **Rapid Response Mechanisms:** Establishing, training, and providing adequate resources to rapid response and crisis management teams comprised of personnel with relevant levels of authority and expertise capable of prompt deployment in the event of crises. Identifying a clear hierarchy of authority within these teams would help ensure efficient decision-making.
- **Hotline/Crisis Call Centers:** Establishing 24-hour hotlines/crisis call centers with trained staff/advisors for citizens abroad and family members to call in the event of crises.
- **Evacuation Plans:** Establishing evacuation plans and guidelines on carrying out evacuations including responsibilities for associated cost, criteria for making the decision to evacuate, eligibility of potential evacuees, and identifying evacuation points within unaffected parts of the crisis-affected country, in bordering countries or further afield.
- **Consular Capacity and Crisis Plans:**
 - Creating the necessary capacity for embassies in host countries, and in particular consular offices, to act as first responders in the event of a crisis.
 - Training personnel such as consular staff on emergency response and rotating such personnel to consular offices around the world to facilitate prompt deployment.
 - Establishing and regularly updating a consular crisis plans in every country with consular presence and ensuring sufficient technical and staffing capacity.
- **Emergency Watch Centers:** Establishing emergency watch and response centers in the capitals of countries of origin, including with the capacity to provide recommendations to senior government actors on how to respond to specific incidents.
- **Funding:** Establishing funds that provide for the needs of citizens abroad including in the event of crises such as those relating to emergency evacuation, repatriation and reintegration, and legal assistance.

Employers

- **Contingency Planning:** Preparing detailed and specific contingency plans which include communication trees, identification of primary and secondary evacuation points, temporary gathering and accommodation options, land and sea exit points (in the event, for example, the primary evacuation point, such as an airport, is shut down). Testing the contingency plan through simulations and modifying it based on identified shortfalls.
- **Crisis Response Teams:** Establishing crisis response teams at country or headquarters levels or both with trained experts—for example, in the fields of communication, health, human

resources, etc.—pooled in to teams as and when required and training them regularly to activate standard operating procedures.

- **Leadership:** Establishing leadership structures and responsibility chains to be activated in the event of a crisis to ensure timely decision-making and action.
- **Call Centers:** Establishing call centers to be activated in the immediate aftermath of a crisis with the capacity to respond to calls from distressed family members of employees and relatives. Training call center staff to provide information in a sensitive manner.
- **Crisis Facility:** Creating a contingency fund with sufficient financial capacity to rapidly mobilize funds and cover the cost of crisis-related needs such as extra security personnel.
- **Contingency Pay Mechanism:** Establishing flexible payroll and cash assistance systems to be used in the event of a crisis to ensure employees are paid in a timely manner.

1.5 PARTNERSHIPS AND AGREEMENTS

Establishing and strengthening the capacity to protect and assist citizens abroad through partnerships and arrangements with other actors on a wide-range of issues including evacuation, coordination, and other service provision, particularly if there is no consular or embassy presence on the ground.

Amongst others, the following practices may be valuable:

Country of Origin

- **Consular Reciprocity Arrangements:** Establishing partnerships including through bi-lateral agreements and Memoranda of Understanding (MOUs) with countries from within the region/other regions to provide consular services for one another where they have presence, including formal mechanisms for organizing evacuations, and policies on the use of military assets.
- **Other Bilateral Arrangements:** Formalizing arrangements relating to crisis-response and technical and financial assistance through MOUs, contracts, and bi-lateral or multi-lateral agreements with other governments, international organizations, and national actors such as different levels of government, IOM, employers, recruiters, non-governmental organizations, and diaspora and migrant organizations.
- **Establish Standing Arrangements:** Pre-negotiating chartering or hiring arrangements with companies chartering and hiring out planes and ships can save money and time.
- **Establish partnerships between embassies and private sector employers:** Encouraging open communication and contact between private sector actors that employ citizens abroad and the embassy in a given country has the potential to facilitate more effective protection and assistance to citizens abroad.

Employers

- **Contracts, Agreements and MOUs:** During peacetimes, establishing contracts, agreements, and MOUs with service providers for services that would be needed in an emergency, including hotels, emergency medical services, relevant Embassy/Consulate officials, etc. to ensure rapid activation of contingency plans and timely coordination to enhance capacity to protect and assist migrants during crises.
- **Establish Standing Arrangements:** Pre-negotiating chartering or hiring arrangements with companies chartering and hiring out planes and ships can save money and time.

International Organizations

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1.6 LAWS, POLICIES, AND INSTITUTIONAL MECHANISMS

Building and enhancing the capacity to protect and assist citizens abroad through clear, coherent and well-articulated national laws, policies, and institutional mechanisms.

Amongst others, the following practices may be valuable:

Country of Origin

- **Legislate to Protect Citizens Abroad:** Mandating under law the responsibility to protect the rights and provide for the welfare of citizens at all times, including when they are abroad, can facilitate better protection in situations of crisis.
- **Insurance:** Mandating recruitment agencies to purchase insurance for workers traveling abroad or requiring workers to purchase some form of insurance—covering factors such as death, disability, repatriation costs, medical evacuation, etc.— to cover their own risks.

Country of Destination

- **Implement international labor standards:** Upholding internationally recognized labor standards by developing and enforcing laws and policies to promote integrity throughout the recruitment process and employment of migrant workers can reduce vulnerability and lead to better protection for migrants caught in crises. This includes, for example, enforcing laws ensuring migrant workers' ability to retain their passports and other documentation.

Country of Origin and Country of Destination

- **Standard Operating Procedures and Manuals:** Creating standard operating procedures and manuals for actors responsible for responding to crises and for assisting and protecting citizens abroad caught in crises. The Mass Evacuations in Natural Disasters (MEND) Guide developed under IOM's leadership of the Camp Coordination and Camp Management Cluster (CCCM) of the Inter-Agency Standing Committee's coordinated humanitarian response system, in collaboration with several governments and international and non-governmental organizations, is a particularly relevant tool.
- **Authority and Coordination:** Establishing institutional mechanisms to streamline and provide certainty on decision-making authority and to facilitate coordination and a whole of government approach.
- **National level coordination:** At the national and inter-ministerial levels, ensuring relationships are established and strengthened and cooperation and coordination policies are put in place in peace times, allows for a more effective and efficient response once a crisis unfolds.
- **Bilateral coordination:** Establishing mechanisms for bilateral cooperation and coordination between countries of origin and destination, for example regarding access to nationals during crisis, evacuation procedures, documentation facilitation, etc.

International Organizations

- **Integrate migrants in IASC humanitarian response:** Migrants are not integrated into the IASC humanitarian response system in the same way that other vulnerable populations, such as internally displaced persons, are integrated. Protection and assistance to migrants in the context of crises needs to be mainstreamed into this system.
- **IOM:** Activate the Migration Crisis Operational Framework's preparedness measures.

Private Sector – Employers and Recruiters

- **Implement international labor standards:** Reinforcing internationally recognized and nationally enforced standards by complying with laws and policies governing the recruitment process and employment of migrant workers and further enacting company-wide policies to uphold these standards can reduce vulnerability and lead to better protection for migrants caught in crises. For example, not withholding passports and identity documents or charging exorbitant up-front recruitment costs will facilitate escape to safety.
- **Fair Recruitment:** Reduce risks associated with unethical recruitment that leave migrants in countries in crisis at particular risk. For example, recognizing that migrant workers might be less willing to escape to safety if they have high debts to pay off to recruiters and/or employers, take measures to eliminate the use of debt-inducing recruitment processes.
- **Explore enhancing the use of micro-insurance:** Explore how micro-insurance could be made affordable, accessible and simple for migrants, including consideration of covering risks in the country of origin (shocks to families and dependents), in the country of destination

(where crisis strikes) or hybrid (cover risks on both sides of the border). Identify and propose solutions to address main challenges to effectively reaching migrants, such as inadequate products, usability, costs, and coverage as well as timely conversion; limited or ineffective delivery channels; and legal, regulatory, and political barriers.

1.7 OPEN BORDERS

Enabling migrants to flee crises without impediments.

Amongst others, the following practices may be valuable:

Country of Destination

- **Emigration Facilitation:** Waive exit permit requirements and fees to permit timely and safe evacuation.

Country of Transit

- **Open Borders:** Maintaining open borders with the country in crisis to allow those fleeing the crisis to enter without immigration and other restrictions.

1.8 CAPACITY BUILDING AND SUPPORT SERVICES TO OTHER STAKEHOLDERS

Providing training, technical assistance and other support services to stakeholders involved in protecting and assisting migrants caught in crises.

Amongst others, the following practices may be valuable:

International Organizations

- **Training on Security Risks:** Providing training to government personnel and other stakeholders such as humanitarian workers to minimize risks in hostile environments through tailored exercises and field training on, inter alia, first aid and emergency responses.
- **Transit Country Support:** Providing transit countries that maintain open borders in the context of crises with support including with respect to humanitarian border management.
- **Establishing Humanitarian Border Management:** Assisting governments in establishing and operating border management systems that streamline border processes in emergency situations and are capable of systematically and quickly identifying persons in need of specific assistance and protection, i.e. refugees, asylum seekers, stateless persons, victims of trafficking, persons with medical needs, etc.

2. EMERGENCY PHASE

2.1 CONSULAR CAPACITY, ACCESS, AND ENGAGEMENT

Creating the necessary capacity for embassies in host countries, and in particular consular offices, to act as first responders in the event of a crisis and ensuring embassies and consular outposts remain open for as long as possible during crises.

Amongst others, the following practices may be valuable:

Country of origin

- **Capacity Assessment:** Ensuring adequate crisis response expertise among embassy personnel.
- **Rapid Response Teams:** Deploying trained and multi-function Rapid Response Teams to enhance the capacity of the embassy team on the ground, as needed, to address the multiple needs of citizens abroad faced during a crisis, including possible medical, security, transportation, evacuation, and other protection and assistance needs.
- **Deployment of consular assistance teams to hot spots:** Deploying consular assistance teams to major transit airports specifically to assist returning citizens as well as other migrants evacuating together with citizens with visa and travel document facilitation and other immediate needs in transit.
- **Accessing data on nationals abroad:** In the absence of adequate and accurate data on citizens abroad, relying on informal networks and other stakeholders' mechanisms and data to rapidly collect information.
- **Conflict Contexts:** Establishing and maintaining the ability to communicate and negotiate with all parties to the conflict regarding the safety and welfare of citizens abroad caught in the crisis is critical.

International Organizations

- **Profiling and Registration:** Utilize IOM's or other agencies' profiling and registration systems to collect data on affected migrant populations and their nationalities, amongst other critical data.

2.2 INFORMATION DISSEMINATION ON CRISES, SAFETY, AND SECURITY

- i. Ensuring advice on crises, safety, and security that is provided to diplomatic and consular staff in a given country is also shared with other citizens abroad in that country.
- ii. Activating mechanisms for effective information dissemination to affected migrants and other actors seeking to protect and assist them, in a language they understand and through different means. Over-communicate rather than risk under-communicating.

Amongst others, the following practices may be valuable:

Country of Origin

- **Publishing regular updates:** Posting regular updates and news releases on the evolving situation, including who to contact and where to go for assistance, on the Embassy and/or Consulate websites in the crisis-affected country, in newsletters to citizens abroad as well as on central governmental websites.
- **Dedicated Outreach:** Activating all communications networks with citizens registered with the Embassy/Consulate, community leaders, employers of migrant workers, CSOs, IOs, unions, etc. to provide regular and detailed information, including on who to contact and where to go for assistance.
- **Activate hotlines:** Ensuring 24 hour hotline information services are available for affected migrants as well as for their families and communities.

Country of Destination

- **Publishing web-based news releases.**
- **Convening daily briefings for the diplomatic corps.**
- **Broadcasting news on national radio networks in multiple languages.**
- **Convening briefings for foreign business communities.**

International Organizations

- **Displacement Tracking:** Utilize mechanisms such as IOM's Displacement Tracking Matrix (DTM) to identify displacement patterns and predictions and identify needs.
- **Manage expectations:** in crises, it is critical to manage expectations of affected populations as well as partners regarding available options, timeframes and more, to help reduce anxiety and chaos.

2.3 IDENTITY AND TRAVEL DOCUMENTATION

Providing expedited temporary travel and/or identity documentation for migrants who have lost their documents during the crisis through field posts.

Amongst others, the following practices may be valuable:

Country of Origin, International Organizations

- **Providing temporary travel documentation.**

2.4 PROVISION OF ASSISTANCE, INCLUDING EVACUATION TO SAFETY AND REPATRIATION

- i. Providing assistance to migrants in danger, including activating mechanisms that factor in different needs and specific vulnerabilities.

Amongst others, the following practices may be valuable:

Country of Origin, Country of Destination, International Organizations, Civil Society and Employers

- **Ensuring collaboration with diplomatic corps police and local governments in all assistance efforts, including search and rescue of migrants and other non-nationals.**
- **Keeping abreast of information released by embassies and maintaining coordination with relevant embassies.**
- **Turn to international organizations and civil society to fill gaps:** They are crucial for providing assistance and protection to migrants who do not benefit from assistance and protection from their countries of origin. They may be particularly useful in reaching and assisting irregular migrants who may otherwise be reticent to approach government authorities for aid. Engaging with international organizations with an established presence in relevant countries of destination and/or a network of local collaborators is essential. Non-traditional actors including grass roots networks, multi-lingual communicators, language teachers, expat associations and communities, local radio, unions, and workers associations can play valuable roles in crisis response.

International Organizations/Donor Community

- **Focus on vulnerability, cooperation, burden and responsibility sharing:** Response should be undertaken with a focus on vulnerability, cooperation, and burden and responsibility sharing with a broad, inclusive and comprehensive approach to solutions that involve destination, transit, and origin countries, international organizations, and the broader international community.
- **IOM:** Activate the Migration Crisis Operational Framework's response measures, including measures to identify and avoid trafficking in persons in crises.

- ii. When assistance cannot be provided in situ, evacuating migrants from the danger zone to safe locations and providing voluntary repatriation to country of origin.

Amongst others, the following practices may be valuable:

Country of Origin, International Organizations

- **Evacuating migrants to temporary locations:** Evacuating migrants of one or several nationalities to holding centers or outposts in unaffected parts of the country experiencing the crisis or in other countries as a midway point to subsequent evacuation to the country of origin.
- **Establishing bilateral agreements for the evacuation of migrants of other nationalities:** At the request of other countries of origin, evacuating citizens of other countries together with

own citizens when capacity allows according to established criteria for prioritization of needs.

- **Establishing a central mechanism for unmet evacuation needs:** Set up a mechanism to match unmet evacuation needs to excess capacity in the event of a crisis, for example through a central repository of requests from governments to evacuate their nationals operated by an international organization.
- **Ensure special protection needs are met:** Identify and address the special protection needs of refugees, asylum seekers and stateless persons utilizing such tools as UNHCR's Guidelines on Temporary Protection and Stay Arrangements and the Handbook on Emergencies; victims of trafficking; and other particularly vulnerable migrants; to ensure responses and solutions are attuned to protection and assistance needs and the dignity and rights of affected migrants are respected. Domestic workers, victims of trafficking and others may be unable to access necessary documentation, locked in their houses by employers and restricted from leaving, sent home without wages, or not know how to reach their embassies, etc. Language barriers and lack of or limited access to information and services can be particularly acute for them. In this context, education about what to do in the event of a crisis is critical, as well as extra efforts may be needed.
- **Helping employees of citizens abroad:** Providing assistance to employees hired by citizens abroad, for example providing assistance to domestic workers hired by citizens overseas.
- **Advising local companies in the country of destination to assist foreign employees overseas:** Advice to domestic companies operating in the country of destination to assist foreign employees.
- **Retain flexibility to address changing needs:** Protection and assistance mechanisms are context dependent and can also vary as a crisis progresses.

Transit Country

Amongst others, the following practices may be valuable:

- **Stay clear of borders:** Moving people away from borders who are identified as needing protection can enable greater security for these populations and help to decongest the border.

iii. **Being informed of the exact location of migrants and establishing contact to confirm the safety of employees and dependents and their needs.**

Amongst others, the following practices may be valuable:

Employers

- **Activating pre-existing policies and plans for crisis response.**
- **Activating communication trees.**

iv. **Providing assistance to migrant employees to ensure their safety and according to needs.**

Amongst others, the following practices may be valuable:

Employers

- **Addressing medical needs:** Ensuring that the health conditions and special needs of foreign employees and their family members are considered and factored in the assistance provided, including evacuation through transit countries and to the country of final destination.
- **Evacuating preemptively where possible:** Activating evacuation procedures before a crisis presents serious threats to employees. Employees can easily be re-established if the crisis subsides, but safety comes first.

v. Resettlement as a protection solution

Amongst others, the following practices may be valuable:

International Organizations, Donor Community

- **Resettlement as a protection tool:** Implementing solutions such as resettlement at the same time as a crisis is ongoing can create opportunities for dialogue and good faith efforts to find other creative solutions.

2.5 COORDINATION

Ensuring regular coordination of the crisis response between relevant national, governmental and international actors.

Amongst others, the following practices may be valuable:

Country of Origin, Country of Destination, International and Civil Society Organizations

- **Convening regular coordination meetings**
- **Establishing inter-departmental task forces:** Ensuring effective coordination by establishing inter-departmental task forces that meet once a day, typically in the morning, in the event of a crisis, with all stakeholders that have some stake in the response at the table so there is a coordinated response.
- **Identifying Hierarchy of Authority:** Ensuring efficient decision-making by identifying a clear chain-of-command to activate plans, etc.
- **Timely engagement:** Systems are needed to allow for all necessary actors to become involved in a timely manner.
- **Establishing a coordination platform for evacuations:** Activating a platform for coordinating evacuation and flights (or other means of transport) that ensures an efficient use of resources made available by different countries and international organizations for the evacuation of non-nationals, including the evacuation of different nationalities and a prioritization of needs.
- **Establishing Humanitarian Border Management:** Assisting governments in establishing and operating border management systems that streamline border processes in emergency situations and are capable of systematically and quickly identifying persons in need of specific assistance and protection, i.e. refugees, asylum seekers, stateless persons, victims of trafficking, persons with medical needs, etc.

International Organizations

- **Establishing collaboration mechanisms:** Ensuring regular inter-agency coordination and cooperation, including through such measures as establishing joint humanitarian evacuation cells, daily sitreps and regular information dissemination, joint advocacy for humanitarian access, and combined resource mobilization efforts, including through the IASC humanitarian response system.

2.6 FINANCIAL TOOLS

Exploring and using innovative financing tools such as loans to ensure rapid assistance to migrants.

Amongst others, the following practices may be valuable:

Country of Origin

- **Obtaining loans:** Exploring the possibility to obtain loans from donors to carry out emergency assistance such as evacuation where capacity and resources are limited.

International Organizations

- **Accessing Emergency Funding Mechanisms:** Utilizing existing emergency funding mechanisms such as IOM's Migration Emergency Funding Mechanism (MEFM) and the UN Central Emergency Response Fund (CERF) to enable immediate life-saving assistance in a timely manner.

2.7 IMMIGRATION SERVICES AND PROCESSES

Facilitating arrangements for evacuation, exit, and voluntary return for foreign nationals.

Amongst others, the following practices may be valuable:

Country of Destination

- **Dispatching officials with foreign language capabilities to affected areas.**
- **Facilitating visas and entry/exit permits on a humanitarian basis:** Issuing visas for family members and humanitarian workers to assist victims and easing of re-entry permits for affected migrants, including students and foreign workers.

3. POST-CRISIS PHASE

3.1 CAPACITY TO RESPOND TO POST-CRISIS NEEDS

Securing adequate financing for reintegration.

Amongst others, the following practices may be valuable:

Country of Origin

- **Innovative Financing:** Seeking and accessing innovative financing mechanisms to address immediate, transitional reintegration needs to mitigate the negative repercussions occasioned by the loss of income and remittances for returning migrants and their families, such as concessional World Bank International Development Assistance (IDA) financing.
- **Explore migrant welfare funds:** Requiring recruiters, employers and/or migrants to contribute to migrant welfare funds before departing for overseas to aid migrants in need of assistance upon return from a crisis situation.
- **Microcredit, Skills Training, Job Matching:** Recognizing that many migrants are eager to reestablish employment and income flows, explore alternative means of improving livelihoods, such as microcredit loans to start small businesses locally, skills trainings suitable to the local (country of origin) job market, and job matching.

International Organizations/Donor Community

- **Innovative Financing:** Identifying where, when, and how concessional IDA financing might be used, including identifying criteria to be met to make this viable for further World Bank and/or regional development bank funding.
- **Impact Evaluation:** Evaluating outcomes for returnees over time to better understand the utility of transitional assistance; identify potential modifications to better address needs in future large scale migrant returns.

Diaspora

- **Identify Capacity/Willingness to Assist:** identifying both the capacity and willingness to offer concrete post-crisis assistance to address financial and other identified needs.

3.2 ADDRESS RESIDUAL NEEDS

i. Addressing residual needs.

Amongst others, the following practices may be valuable:

All Stakeholders

- **Assess and Address Crisis Impacts on Individuals:** Assess and address the longer-term impacts and needs arising as a result of the crisis, such as on-going medical and/or psycho-social needs occasioned by the trauma of the crisis, which are often difficult to detect.

ii. **Supporting transit countries with residual populations.**

Amongst others, the following practices may be valuable:

International Organizations/Donor Community

- **Find solutions for residual populations:** Acknowledging the good faith efforts of transit countries that have kept their borders open during the crisis, explore ways to process and find solutions for remaining migrants in countries of transit.

3.3 ASSESS AND ADDRESS NEGATIVE DEVELOPMENT IMPACTS

Amongst others, the following practices may be valuable:

International Organizations/ Donor Community

- **IOM:** Activate Migration Crisis Operational Framework post-crisis responses.
- **Transitional Assistance:** Explore possibilities for minimizing negative development impacts on countries of origin receiving large numbers of returning migrants through establishing transitional assistance measures such as livelihood creation, skills upgrading and matching, conflict-resolution training, and other temporary assistance measures.
- **Insurance:** Explore possibilities for establishing insurance schemes to address reintegration challenges.
- **Re-migration:** Explore possibilities for facilitating re-migration when conditions permit to limit negative development impacts on crisis-affected countries, including of the departure of migrants with critical skills, and to help with reconstruction and recovery.

3.4 REVIEW AND REVISE

Auditing performance to be able to adjust policies and procedures to enhance preparation and performance in future crises.

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