Smart practices
that enhance resilience of migrants

Summary Report – June 2016

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Smart practices that enhance resilience of migrants
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Table of contents

Executive summary 5

Introduction 8

Migration 8

Methodology 8

Trends across migrant's needs and smart practices 14

Common and individual needs of migrants 14

Trends across smart practices 16

Smart practices and enablers of success 22

Smart practices 22

Enablers of success 26

Conclusions 28

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Dalberg Global Development Advisors was commissioned to carry out the study.

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This document accompanies the full report "Smart practices that enhance resilience of migrants," which will be available on dedicated microsite. The purpose of this document is to provide a high level summary of key messages available in the full report. This document can be used to introduce the study. However, for detailed findings, including profiles of smart practices, please refer to the microsite.

Executive summary

The International Federation of Red Cross and Red Crescent Societies (IFRC) commissioned this study to share smart practices from the International Red Cross and Red Crescent Movement and other partners and to ensure that all National Societies have the knowledge, resources and capacities to support vulnerable migrants. The study is based on interviews with over 70 people representing 30 countries, five country missions and extensive desk research. It compiles 59 smart practices from every region, during each phase of a migrant's journey and across five dimensions of resilience. It also presents 13 smart operational enablers, which help National Societies and other actors ensure they have the right human, technical and financial capacities to identify and address migrants' needs. The smart practices and operational enablers profiled in this study represent a wealth of ideas that can inspire National Societies and partners to develop new approaches for meeting migrant needs.[1]

The programmes, ideas and approaches profiled in this study represent a small fraction of the wealth of experiences that National Societies and their partners possess. There are opportunities to further share smart practices and operational elements or to develop them. The report is a living document; the IFRC will continue to identify and share smart practices, as National Societies and partners test, implement and scale new initiatives.

This study's methodology – and all of the Red Cross Red Crescent's work – is anchored in the needs of the people served and aims to reduce their vulnerabilities by enhancing their resilience to unexpected events.[2] As stated in the IFRC Migration Policy, "the International Red Cross and Red Crescent Movement strives to adopt an integrated and impartial approach, combining immediate action for migrants in urgent need with longer-term assistance and empowerment" (Principle 1). A resilient individual is empowered; healthy; and has the knowledge, skills, competencies and mind-set to adapt to new situations and improve her/his life, and those of her/his family, friends and community. By being resilient, migrants will be able to better overcome the external shocks they might be exposed to throughout their journey. To be resilient, migrants need to have six intertwined dimensions of resilience addressed. These six dimensions are common irrespective of sex, age, ethnicity, disabilities and other factors, although the importance of each need will vary depending on a migrant's personal characteristics and circumstances. The six intertwined dimensions of resilience considered by the analysis are: (a) governance/regulatory systems (i.e., laws, policies and practices by state actors that respect the rights of migrants); (b) financial capital (i.e., adequate financial resources during the journey and access to basic financial services); (c) physical capital (i.e., shelter, food, health, water and access to sanitation); (d) human capital (i.e., education to support integration and access to information to make informed decisions); (e) social capital (i.e., social networks including family links, friends, people from same origin country, other migrants, host community etc. to enable inclusion in society); and (f) natural capital (i.e., biodiversity, water, land and forest conditions that improve living conditions).

In the analysis of migrant needs and vulnerabilities, the study found common patterns at each stage of the journey. This pattern of needs is common to migrants irrespective of why they are migrating or where they are migrating. However, the pattern of common needs is heavily influenced by the personal characteristics and

1 *This study does not provide a comprehensive list of all smart practices. Neither does it make recommendations or provide guidelines for how to address specific needs of migrants, but rather, provides examples of how other actors have addressed similar needs.*

2. *Unexpected events can refer to any type of situation, including a disaster-related one. NOTE: The Red Cross Red Crescent focuses on needs that are rights-informed. While the Red Cross Red Crescent can advocate for those rights to be respected, the responsibility of respecting laws and obligations lies with States.*

circumstances of each person. The unique combination of intrinsic and extrinsic characteristics will determine the vulnerabilities of a person, and may call for an augmented need for external support.[3]

National Red Cross and Red Crescent Societies require the human, technical and financial capacity to identify and address unmet needs of vulnerable people. In addition, in developing their responses, National Societies must consider the political environment and the social/cultural context in which they operate. These factors will allow National Societies to determine the appropriate prioritization of migration, among other competing priorities. Several National Societies and partners have developed smart operational enablers (tools, systems, processes, etc.) to strengthen their capacities. In addition to case studies of smart practices that focus on specific needs at specific moments in the migrant's journey, the study presents 13 examples of smart operational enablers that enhance the National Society's ability to support vulnerable migrants. These smart operational enablers include having clear roles and responsibilities, up-to-date information, adequate skills and resources and support from the government.

Moreover, the study identified opportunities for the IFRC to further support National Societies as they conduct national or regional needs assessments and address needs of migrants. The IFRC can, for example, develop staff secondment mechanisms, facilitate access to internal and external experts, mainstream migration into tools and guidelines, provide technical and financial support for resource mobilization, coordinate joint appeals, develop a migration trust fund, increase support for advocacy, increase efforts to coordinate a common message, lead with a strong unified global voice on migration at global level; and increase support for awareness raising at national level.

The Red Cross Red Crescent can benefit from increased coordination. The study identifies five priority areas: advocacy, implementation, information, knowledge and learning. (i) Advocacy: National Societies see value in having a strong and unified voice on migration under which they can work. (ii) Implementation: there is an opportunity to develop more cross-national, cross-regional and even global responses. (iii) Information: there is an opportunity to enhance the overview of what National Societies do, their impact, and other key statistics of the needs of migrants, in order to provide a global picture of what the Red Cross Red Crescent does in migration. (iv) Knowledge: there is a desire for a stronger knowledge base on migration, including through global research on needs, trends and other common factors of migrants. (v) Learning: while sharing of learning occurs through regional networks, there is an opportunity to further share learning across regions. The IFRC is in a unique position to strengthen coordination across all five areas and drive the response at regional and global levels.

3. *A migrant is considered vulnerable because s/he is deemed so after a careful assessment of his/her situation and needs, and not because s/he belongs to a pre-defined category. It is the combination of intrinsic and extrinsic characteristics and circumstances at a given time that defines the vulnerability of a person. The vulnerability of a person is fluid and evolves over time.*

Iraqi Red Crescent Society

Introduction

Migration

People migrate in pursuit of a better life for themselves and their families. As described in the IFRC Policy on Migration, "migrants are persons who leave or flee their habitual residence to go to new places – usually abroad – to seek opportunities or safer and better prospects. Migration can be voluntary or involuntary, but most of the time a combination of choices and constraints are involved." In order to capture the full extent of humanitarian concerns related to migration, the description of migrants is deliberately broad. While there are common reasons for migration, each person migrates for unique reasons and frequently only makes the decision to leave their home when staying is no longer a good option. Many migrants might encounter risks during their journey, and some of these risks can be life threatening. This study includes, among others, labour migrants, stateless migrants and migrants deemed irregular by public authorities. It also concerns refugees and asylum seekers.

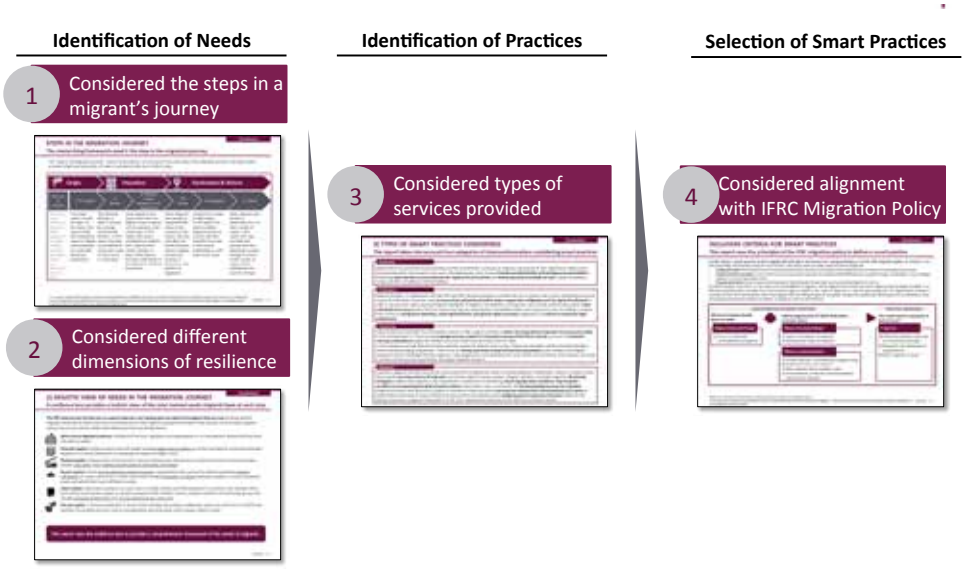
Working with and for vulnerable migrants throughout the world is one of the long-standing priorities of the International Red Cross and Red Crescent Movement. As people throughout the globe are increasingly moving within their countries and across borders, there is a demand for humanitarian assistance to meet the needs of these populations along the migration trail, and the Red Cross Red Crescent has a role in providing humanitarian protection and assistance to those in need irrespective of their legal status. The IFRC, which coordinates humanitarian activities undertaken by the 190 National Red Cross and Red Crescent Societies, has repeatedly highlighted migration as one of the great humanitarian challenges facing the world. As stated in the 2009 IFRC Policy on Migration: "In engaging in the area of migration, National Red Cross and Red Crescent Societies have the purpose – individually and together with the International Federation and the ICRC – to address the humanitarian concerns of migrants in need throughout their journey. They strive to provide assistance and protection to them, uphold their rights and dignity, empower them in their search for opportunities and sustainable solutions, as well as promote social inclusion and interaction between migrants and host communities."

Methodology

The IFRC commissioned this study to share smart practices for all stages of migration and to ensure that all National Societies have the knowledge, resources and capacities to support vulnerable migrants. This study provides examples of how actors in migration have addressed a range of migrant needs. It aims to be a tool for organizations that work with migrant communities to learn from each other. The study is not intended as a comprehensive needs or vulnerability assessment. It also does not include all smart practices or provide recommendations or guidelines for how to address specific needs of migrants. The report is a living and dynamic document; the IFRC will continue to identify and share smart practices, as National Societies and partners test, implement and scale new initiatives.

The study followed four steps to select the smart practices to be included in the study. These four steps are summarized in the figure 1 and detailed in the following sections.

Figure 1: **Methodology used to select smart practices**



Identification of needs

First the study considered six steps in a migrant's journey:

1. First steps at origin: First steps within country of origin. For this study, this stage includes the preparatory steps to migrate internationally, not internally displaced populations (IDPs).

2. Transition through borders: Transitioning through to other countries by crossing international borders. For this study, this stage is considered as short-term stays at a country or border, with the intention to quickly continue the journey.

3. Migrant camp: Some migrants may spend some time at a migrant camp. The stay of migrants at camps has different natures. Taking into consideration varied characteristics, this study considers migrants who stay at a camp with the intention to be re-settled to a different country; migrants who stay at a camp until they can return to their country of origin; or migrants who stay at a camp until they settle in to the country that hosts the camp.

4. Arrival at country of destination: Some migrants may decide to regularize their status in the country. For this study, this stage considers the period between which a migrant arrives and receives a decision on the petition to regularize his/her status.

5. Long-term stays: For this study, this stage considers migrants living in a country with the intention to remain in the country indefinitely, to remain for a longer term and potentially migrate elsewhere, or to remain until they return home.

6. Return: Return is one of the possible phases of the migratory cycle. In this report, this step considers the journey from the destination country through to the country of origin; and re-settling into the country of origin.

Second, it considered six intertwined dimensions of resilience. This study uses the resilience lens to provide a comprehensive framework of the needs of migrants. The IFRC believes that the best way to support migrants is by helping them be resilient throughout their journey. A resilient individual is empowered; healthy; and has the knowledge, skills, competencies and mind-set to adapt to new situations[4] and improve her/his life, and those of her/his family, friends and community. By being resilient, migrants will be able to better overcome the external shocks they might be exposed to throughout their journey. To be resilient, migrants need to have six intertwined dimensions of resilience addressed.[5] These six dimensions are common irrespective of sex, age, ethnicity, disabilities and other factors, although the importance of each dimension will vary depending on a migrant's personal characteristics and circumstances:

- **Governance/regulatory systems:** includes all of the laws, regulations and organizations on an international, national and local level that affect a society.
- **Financial capital:** includes access to financial capital including stable revenue streams as well as international assistance following a disaster; it is a critical mechanism for absorbing the impact of sudden shock.
- **Physical capital:** is the provision of and access to services, infrastructure and resources necessary for human survival; examples include: clean water, food, healthcare (both physical and mental) and shelter and water, sanitation and hygiene.
- **Human capital:** includes formal education; informal training in useful life skills, such as first aid and road safety, language training; practical information on trails and on how to remain safe; useful information such as labour markets, cultural norms, etc.; it also includes information on rights; these allow people to survive unexpected events and rebuild their lives in different contexts; and, information on services help migrants know what support is available to them.
- **Social capital:** refers to the prevalence of social norms including violence and child employment as well as to the networks within each society which provide support to people; examples include: families, friends, volunteer networks and community groups; this includes maintaining family links and social acceptance by the community and cultural immersion programmes to help integration.
- **Natural capital:** is the level and quality of natural assets including: atmosphere, biodiversity, water, land and forest; it is vital for the provision of ecosystem services, such as crop pollination and clean water, which humans need to survive.

Identification of practices

Third, the study considered the types of services that National Societies can provide. National Societies address the needs of migrants through:

- **Assistance:** e.g., providing shelter and emergency accommodation, distributing food parcels, hygiene kits and clothes, and delivering social and health services.
- **Protection:** e.g., ensuring that authorities and other actors respect their obligations and the rights of individuals, making individuals more secure at immigration detention, restoring family links, raising awareness of rights and legal entitlements.

4. *A new situation can be any situation, including a disaster-related one.*

5. *The Red Cross Red Crescent focuses on needs that are rights-informed. While the Red Cross Red Crescent can advocate for those rights to be respected, the responsibility of respecting laws and obligations lies with States.*

- **Awareness raising:** e.g., providing language courses, vocational training or educational support, supporting access to housing and the labour market, raising awareness among the local host population.
- **Advocacy:** e.g., securing access to all migrants, improving detention conditions, respecting the rights of asylum seekers, developing legal avenues for migration, ensuring that relevant laws and procedures are in place.

The table below shows the main type of support that generally addresses each dimension of resilience.

Figure 2: **Summary of which types of support generally address each type of need**[5]

Dimension of Resilience		Main type of support and examples	
Regulatory	Governance/ Regulatory systems	Advocacy	Advocacy to policy and decision-makers to e.g., develop strategies, improve detention conditions, improve the conditions and respecting the rights of asylum seekers, refugees and other vulnerable migrants, develop legal avenues for migration, ensure that relevant laws and procedures are in place, design good procedures at borders
Financial	Income generation	Awareness	Facilitating access to labour market
	Safety net*	*N/A - Important but does not rely on external support*	
Physical	Shelter	Assistance	Providing shelter/housing
		Awareness	Facilitating access to housing
	Food	Assistance	Providing food parcels
	Health (physical)	Assistance	Delivering health service
	Health (mental)	Assistance	Delivering psychosocial service
	WASH	Assistance	Providing hygiene kits
	Non Food Items (NFI)	Assistance	Providing blankets, stoves, clothes, etc.
Human	Education and vocational training	Awareness	Providing language courses, vocational training or educational support for children, youth and adults
	Information on rights	Protection	Providing general rights awareness, advice on particular legal entitlements
	Practical information	Protection	Making individuals more secure and limit the threats they face, by reducing their vulnerability and/or their exposure to risks through adequate information
Social	Family	Protection	Restoring family links
	Society	Awareness	Raising awareness among the local host population
Natural	***Environmental***	*N/A - Important but does not rely on external support*[6]	

Selection of smart practices

Fourth, the study considered the alignment of the smart practice with the IFRC's Policy on Migration. For this study, we used the IFRC's Policy on Migration to determine if an intervention should be included in the list of smart practices.[7] The 10 principles can be grouped into three categories:

- **Design principles** focus on ensuring that the needs, ambitions and rights of the migrants are considered in response.
- **Implementation principles** focus on ensuring that responses are implemented effectively, for example through coordination, or by including migrants into existing programming.
- **Programme principles** provide examples of desired types of responses, such as assisting migrants in return.

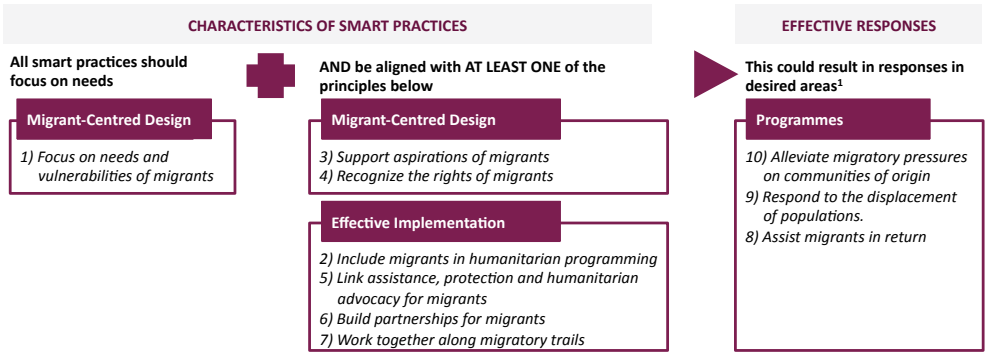
All smart practices focus on the needs and vulnerabilities of migrants (Principle 1) and must be aligned with at least one other migrant-centred design principle (Prin-

6. *Environmental support mainly relies on domestic interventions.*

7. *The IFRC's Policy on Migration can be found at www.ifrc.org/en/what-we-do/migration/migration-policy.*

ciples 3 and 4) or an effective implementation principle (Principles 2, 5, 6 and 7). The smart practice might, in addition, be a type of response in a desired area (programmes). The figure below provides a summary of how the smart practices need to be aligned with the different types of principles.

Figure 3: **Alignment of smart practices to the IFRC's Policy on Migration**



Stephen Ryan / IFRC

Trends across migrant's needs and smart practices

Common and individual needs of migrants

The IFRC believes that the best way to support migrants is by helping them be resilient throughout their journey. By being resilient, migrants will be able to better bear the risks and overcome the external shocks associated with migrating. While all dimensions of resilience are important, certain dimensions of resilience are more pronounced at some moments in the journey than at others. External support to address the regulatory and governance needs of migrants is essential throughout the journey. The regulatory status of the migrant throughout the journey will heavily influence his/her vulnerability and need for external support in other areas. Other areas that are likely to require support throughout the journey include restoring family links, access to regular financial sources, access to shelter, access to practical information and psychosocial support.

Migrants need for support is most acute when they are exposed to potential external shocks or have less opportunities to rely on their own capabilities. This is most common at borders, in migrant camps and at arrival to destination. When migrants have more opportunities to rely on their own capabilities there is still a need for support but to a lesser extent. This is most likely for long-term stays and return.

Each step of the trail has some common needs, but the pattern is influenced by each migrant's intrinsic and extrinsic characteristics.

1. **First steps:** At origin, migrants need access to information, training and support to ensure that regulatory systems protect their rights. Most other needs are not yet applicable because the migrant might not yet be in need or because the needs are addressed through initiatives that target IDPs or vulnerable nationals.

2. **Transition through borders:** As they continue the journey, regulatory safety and access to practical information remain important. Having a financial safety net, maintaining family links, and addressing physical needs (access to shelter, food, health and general safety) become more pressing. Migrants are likely to need more external support at this stage as they have fewer opportunities to rely on their own capabilities to cater for their dimensions of resilience.

3. **Migrant camp:** If their journey is held up at a migrant camp, the regulatory system will determine a migrant's access to basic needs, such as employment. Employment opportunities can enable them to cater for several of their needs. If not, it is likely that they will require external support for all physical needs, education and practical information and psychosocial support. Social needs start to become more important, as they need to be accepted by the host community, integrate with the camp community, and may have more time to restore family links. Migrants are likely to need more external support at this stage as they have fewer opportunities to rely on their own capabilities to cater for their dimensions of resilience.

4. **Arrival:** Migrants need to be able to access a fair and personalized regularization process and access to basic needs when they arrive at their destination. While waiting for the decision, they will need access to financial income, or other means to provide for all basic needs. Information on the process, their rights and practical information on how to access temporary housing, food, healthcare, education legal as-

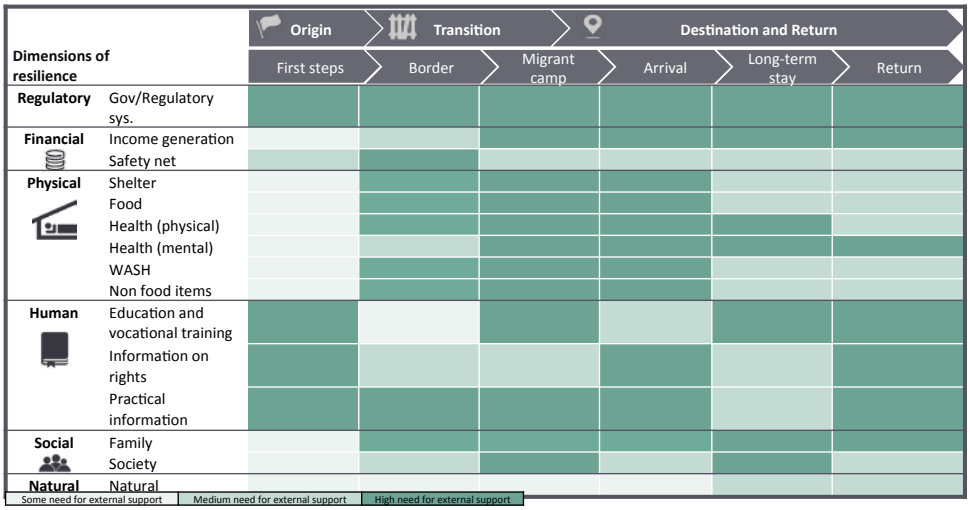
sistance, psychosocial support, etc. are vital. They can seek to re-establish broken links with their families. Acceptance by potential host community is helpful in overcoming the remaining challenges, and can help with future integration. Migrants are likely to need more external support at this stage as they have fewer opportunities to rely on their own capabilities to cater for their dimensions of resilience.

5. Long-term stay: Migrants need to be able to remain in the country, leave it safely when desired, and access housing, food, healthcare, education and employment opportunities. Particularly important, is access to income generating opportunities, which will allow them to become self-sufficient. However, even when a migrant has a job or access to financial income, salaries are often lower, and hence housing, food, etc. are precarious. External support may be needed. As physical needs are covered, the need for psychosocial support increases in importance, as they become ready to start overcoming the traumas escaped or experienced throughout the journey. Children, youth and some adults need access to education and vocational training. They can seek to fully re-establish broken links with family. They also need to feel part of the new community; language and diverse cultural norms may however be barriers to integration.

6. Return:[8] No individual is to be returned to a country in violation of the principle of non-refoulement. When migrants are forced to return they are often in a more vulnerable financial state than when they left, income generating opportunities need to be available. Psychosocial support is often extremely important to overcome traumas and a feeling of failure. Reunification with family in the country of origin is also important, as family members often help returned migrants by providing shelter, food, etc.

The table below provides an overview of the common needs for external support that migrants may have across the journey. While all areas are likely to need support, a darker colour indicates a generally higher need for external support. The shading of the need for support is relative to both other needs in the same step in the trail, and to the same need at other steps in the trail.

Figure 4: **Overview of needs of migrants across steps in the trail**



8. *Return in this report refers to return to country of origin. It does not consider return to third countries as the needs for this type of movement are covered at different stages.*

Trends across smart practices

National Societies and partners offer a wealth of smart practices. The study identified smart practices from every region, during each phase of a migrant's journey, and across five dimensions of resilience. The 59 smart practices profiled in this study represent a wealth of ideas that can inspire National Societies and other actors to develop new approaches for meeting migrant needs.

- *Phase in the journey.* Most interventions found in the study occur at long-term stays (25), followed by examples of support at arrival (10), migrant camps (six), transition at borders (six), origin (five) and return (four). There are also three examples of responses that cut across several steps.
- *Dimension of resilience.* The study includes larger number of practices that support human capital needs (~34 per cent of total) and physical needs (~29 per cent of total), but fewer that address social capital (~15 per cent of total), financial capital (~12 per cent of total) or regulatory and governance systems (~10 per cent of total). When considering the specific needs within the dimensions of resilience, there are multiple examples of practices that address practical information, education and vocational training, income generation, and physical health, but fewer that provide shelter, food, non-food items, safety-nets, or water and sanitation.
- *Type of support.* Most smart practices focused on awareness raising (21 practices), followed by assistance (16 practices) and protection (16 practices), and fewer on advocacy (six practices).
- *Geography.* Of the 59 smart practices profiled, six were from sub-Saharan Africa, seven were from the Americas, eight were from Asia-Pacific, 28 were from Europe, and 10 were from the Middle East and North Africa.
- *Alignment with principles:* All 59 smart practices focused on needs and vulnerabilities of migrants (P1); 26 on building partnerships for migrants (P6); 21 on supporting aspirations of migrants (P3); 16 on responding to displacement of populations (P9); 15 on recognizing the rights of migrants (P4); eight on working together along migratory trails (P7); six on linking assistance protection and humanitarian advocacy for migrants (P5); four on assisting migrants in return (P8); and three on including migrants in humanitarian programming (P2).[9]

9. *Responses that seek to alleviate migratory pressures on communities of origin (P10) were not included as part of the scope, as these should fall under initiatives that work with vulnerable populations through domestic responses.*

Figure 5: **Overview of smart practices by needs of migrants across steps in the trail**

Dimension of resilience		Overall	Origin: First steps	Transition: Border	Transition: Migrant camp	Destination and Return: Arrival	Destination and Return: Long-term stay	Destination and Return: Return	*Total*
Regulatory	Gov/Regulatory		1		1	3	1		**6**
Financial	Income generation				2		4	1	**7**
	Safety net								
Physical	Overall				1		2	2	**5**
	Shelter			1					**1**
	Food						1		**1**
	Health (physical)			1	1		5		**7**
	Health (mental)					1	1		**2**
	WASH				1				**1**
	Non food items								
Human	Education and vocational training		2			1	3	1	**7**
	Information on rights					1	1		**2**
	Practical information	1	2	4		2	2		**11**
Social	Family	2					1		**3**
	Society					2	4		**6**
Natural	Natural								
Total		**3**	**5**	**6**	**6**	**10**	**25**	**4**	**59**

Some need for external support | Medium need for external support | High need for external support

The smart practices have a few common characteristics within each step. We identified five primary design choices in the development of smart practices and compared to analyse the following:[10]

- **Long-term or short-term solutions for migrant.**[11] The focus on providing long-term or short-term solutions varies by step. At faster and shorter-term moments (transition through borders), responses tend to address short-term needs, to respond to the nature of migration at that stage. While at the other stages, which are less "fast," responses tend to focus on providing long-term solutions. Because short-term needs exist at all stages, there are also responses throughout that focus on providing short-term needs.
- **Stable and constant or flexible and dynamic initiatives.**[12] The nature of the step tends to indicate the dynamics of the support. At faster and shorter-term moments (transition through borders), responses tend to be flexible and dynamic, to respond to the nature of migration at that stage. While at the other stages, which are less "fast" responses tend to be more stable and constant. However, responses at fast and short-term moments should be planned and structured in advance, while responses at "less fast" moments should be flexible enough to adapt to needs. Moreover, there is probably a need for more flexible and dynamic responses at arrival and return (particularly for the return journey).
- **Engage migrants in solutions development or provide the solution.**[13] The nature of the step tends to indicate the nature of the support. For example, shorter-term moments (transition through borders, migrant camps, arrival and return), responses tend to provide solutions, while at longer-term moments (origin, migrant

10. *Common characteristics are not intended as an assessment of what smart practices should be, but are descriptive of what has been found. They are meant to highlight that there generally are commonalities and provide an idea of some important considerations for developing smart practices.*

11. *Refers to whether the response targets mostly immediate needs, or if they seek to ensure that the migrant's needs are covered over the long-term, (including for the migrant to provide for their own needs).*

12. *Refers to whether the target beneficiary, service provided, period, or location of provision is easily subject to change, or remains constant and predictable.*

13. *Refers to whether they directly provide a solution for the migrant, or if they empower the migrant to be part of the solution, for example by providing tools and skills, or choices for the migrant.*

camps, long-term stays and return) they tend to engage migrants in the response. While the urgency of shorter-term moments explains the need to provide responses, there is probably an opportunity to further seek ways to engage the migrants in the response at these stages as well.

- **Targeted initiatives or initiatives integrated into existing programming.**[14] Most of the smart practices identified for this study are targeted. This is likely because actors who provided inputs probably prioritized sharing targeted initiatives. It is likely that more integrated initiatives exist at origin, long-term stays and return. If not, we recommend further mainstreaming a migration lens across existing initiatives. At transition, migrant camps and arrival, migrants generally need more targeted solutions given the nature of the stages.
- **Initiatives with actors within country or with actors across borders.**[15] With a few exceptions, most of the smart practices identified for this study work with partners within the country. While this might be expected at migrant camps and longer term stays, there is a large potential for more cross-border initiatives. This would be particularly relevant at origin, transition, arrival and return.

Figure 6: **Overview of common characteristics of smart practices by step in the trail**

	Origin	Transition		Destination and Return		
	First steps	Border	Migrant camp	Arrival	Long-term stay	Return
Long-term or short-term solutions for migrant	Long-term	Short-term	Long-term	Short-term and long-term	Long-term	Long-term and short term
Stable and constant or flexible and dynamic initiatives	Stable and constant	Flexible and dynamic	Stable and constant	Stable and constant	Stable and constant	Stable and constant
Engage migrants in the solution development or provide the solution	Engage	Provide	Engage and provide	Provide	Engage	Engage and provide
Targeted initiatives or initiatives integrated into existing programming	Targeted	Targeted	Targeted	Targeted	Targeted	Targeted
Initiatives with actors within country or with actors across borders	In the country	In the country and across countries	In the country	In the country	In the country	In the country

Actors have also faced a few common challenges and lessons learned. Challenges include identifying and accessing migrants, language restrictions, or sustainability of funding. Some lessons learned include developing strong links with communities, working with migrants as volunteers or service providers, etc. These are summarized in the figure 7.[16]

14. *Refers to whether they are developed and tailored mostly for migrants, or incorporate migrants into broader responses.*

15. *Refers to whether they work mostly with actors within national borders (these can be local actors or international actors with operations within the country) or if they work mostly with actors in other countries.*

16. *Challenges and lessons learned are from specific smart practices and from broader conversations with National Societies and other actors.*

Figure 7: **Summary of common challenges and lessons learnt by step in the trail**

	Common challenges	Common lessons
First steps	• Difficult to identify and support migrants as many migrants do not share information on when they decide to move. • Many outgoing migrants are unaware of support that exists to help them. • It is unclear whether migrants who are provided information to reduce vulnerability receive the most relevant information. • There are some concerns over which partners to work with. • Some National Societies might not have acquired capabilities for advocacy, and may be unsure of how to engage in constructive advocacy with their governments.	• Strong links to communities with a high level of departing migrants increase the possibility to support them. • Monitoring and regulating training agencies is important to ensure trainings are of sufficient quality. • The inclusion of civil society organization (CSO) inputs is important. CSOs can contribute complementary perspectives, information or services. • Minimal support from the IFRC or a sister National Society can be enough to spur a National Society to engage in successful advocacy in migration.
Through borders	• Constantly changing dynamics that result in services and information quickly becoming obsolete. • Lack of awareness amongst migrants of which services exist. • Challenges to convince the authorities to allow the support to irregular migrants. • Monitoring the impact is difficult as populations can move quickly. • It can be difficult to balance the provision of services to migrants and needs of local population. • Due to xenophobia in the transition community, sometimes volunteers are treated badly. • Language is often a barrier to provide and receive the right information and support. • Difficult to identify groups in need of physical and psychosocial support. • It is also difficult to identify and provide psychosocial support to particularly vulnerable migrants, as people often do not stay sufficient time.	• Information should be minimalistic and easy to absorb. • It can be helpful to use a range of distribution/ awareness raising mechanisms including broad radio broadcasting, social media and low technology options. • It is ideal to have migrants engage in peer-to-peer sharing. • Authorities may be willing to allow the provision of services for irregular migrants in return for some information. • Provide materials for migrants in several languages. Keep different cultural preferences in mind when designing interventions. • Local branches should have strong knowledge of the territory. • Make services available to locals. • Strong collaboration with government and other stakeholders is key. • Develop beneficiary feedback surveys at a different stage of the trail. • One way to help volunteers is to provide psychosocial training and support for volunteers. • Develop a volunteer migration toolkit in multiple languages which includes FAQs. • A good network and collaboration with key local actors is a fundamental element for effective implementation of services.

Migrant Camps	• Some camps (particularly self-established migrant camps) may receive less support than others. • There is a possibility that tensions may rise with neighbouring local populations who might feel entitled to services similar to those offered in camps. • Cultural barriers to address some topics. • Language barriers between different communities and the service providers/ volunteers make it more difficult to effectively address their needs.	• Create a clear map with roles and responsibilities. • Include the most vulnerable host populations in the response. • Engage regularly with community leaders. • Engage migrants with language skills in the response.
Arrival	• Overload of complex information. • Limited time to document evidence for advocacy purposes. • Strong political stances that are not swayed by evidence.	• Engage community interpreters when transmitting information. • Even if a political stance is strong, evidence based advocacy can be a useful input for the government. • A collaborative approach with the sector and key government departments is key to change.
Long-term stay	• Services can act as pull factors within a country. • It can be difficult to reach all migrants in need without being public, however, publicity can be counter-productive in countries with political opposition to such programmes. • There might be a perception that the National Society helps migrants more than vulnerable locals, which might result in hostility towards the migrants. • Services (e.g., cash cards) can act as a pull factor because they are only on one side of the country. • Language barriers can hamper provision of services. • Vulnerable host communities might perceive that they receive less support than migrants. • Difficult to identify and retain staff and volunteers. • Services need to be tailored to the circumstances of the migrants and their community dynamics. • It is often difficult to find a large pool of employers willing to employ migrants because of stigma, lack of language fluency, lack of relevant/comparable credentials, etc. • An increased demand for support, due to a surge of migrants, can put a strain on staff, maintenance, etc. It is difficult to continuously build capacity of staff, have up to date equipment, etc. • It is difficult to ensure sustained funding for initiatives.	• Have clear and fast scale-up plans. • Engage the host community in services. • Widely advertise for volunteers. • Hire staff or engage volunteers (including migrants) with the cultural and language skills to interact with migrants. • Ensure that information shared (including to the media) adhere to the Fundamental Principles, particularly to prevent a perception of bias. • Involve the local community in the services to truly make it a space or opportunity for integration. • Have a clear scale-up mechanism across the country, after a small enough programme that minimizes the pull factor. • Engage with providers who are willing to adapt their services to cater for the migrant community and adapt services to their needs and dynamics. • Include stakeholders from potential employer companies in implementation of the programme, (e.g., to provide trainings). This can encourage the participation and long-term commitment of both companies and employees. • It is extremely important to have common standard operating procedures, train staff, plan for contingencies, have good coordination between different internal departments, and good collaboration with external partners.

Return	• It can be difficult to monitor and evaluate the effectiveness of services, particularly if they are provided along the returning route, as the migrant then "moves on." • It can be difficult for one organization to provide all the services migrants' need, for example at a centre for returning migrants.	• Work in collaboration with partners, to leverage the skills of each partner (e.g., one partner can provide healthcare, another psychosocial support, another information, another food, etc.).

Olav A. Saltbones / Norwegian Red Cross

Smart practices and enablers of success

Smart practices

The table below lists all 59 smart practices profiled in the study. For profiles of each smart practice, please refer to the microsite.

Figure 8: **List of key smart practices profiled by step in the trail, need addressed and location**[17]

	Dimension of resilience	Name of smart practice	Location
First steps	Regulatory (Regulatory)	Empowering National Societies to Advocate	Sudan
	Human (Education and vocational training)	Migrant education-information centres	Tajikistan
		Pre Departure Education Program	Philippines
	Human (Practical information)	Pre-departure orientation service	Philippines
At border		Raising awareness to prevent trafficking	Nepal
	Physical (Health)	First line response at landings	Italy
	Physical (Shelter)	Reception centre for adult men	Italy
	Human (Practical information)	Walkie-talkie system - audio announcements in camps	Greece
		Charging and Wi-Fi stations for migrants across trail	Greece
		Safe-points in Italy	Italy
		Mensajes de Autocuidado	National Societies in Central America
Migrant camp	Regulatory (Regulatory)	Protection Monitoring Scheme	Kenya
	(Financial) Income generation	Provision of jobs within camps for migrants	Kenya
		UNRWA Micro Finance Department	Middle East
	Physical (Overall)	Community committees	Lebanon
	Physical (Health)	Family Health Teams	Palestine
	Physical (WASH)	Solarisation of boreholes	Kenya

17. *Other similar smart practices were also profiled as "other examples" within the smart practice profiles*

	Dimension of resilience	Name of smart practice	Location
Arrival	Regulatory (Regulatory)	Advocacy against Destitution	United Kingdom
		Joint advocacy in migration by ad-hoc working group	United States
		Evidence based advocacy	Australia
	Physical (Health Mental)	Specialized reception centres for people with psychological suffering	Belgium
	Human (Information on rights)	ACCORD - database of information relevant to Asylum procedures from countries of origin	Austria
	Human (Education and vocational training)	Espace Formation projects	Belgium
	Human (Practical information)	Refugee buddy app - smartphone application that provides up to date information for refugees	Netherlands
		Network for translators	Switzerland
	Social (Society)	Resettlement reception program	Finland
		Early integration program in Finland	Finland
	Regulatory (Regulatory)	Doha Dialogue on Migration in advocacy	Qatar
	Financial (Income generation)	Language lessons and employer matching in Bulgaria	Bulgaria
		Intergenerational mentoring in Belgium for immigrant youth	Belgium
		Micro-lending for refugees in Kakuma and Dadaab	Kenya
		Pathways to Employment	New Zealand
	Physical (Health)	Free medical care for labour migrants	Qatar
		Volunteer based EMS system	Lebanon
		Blood Banks for Everyone	Lebanon
		Red Cross Treatment Centres	Sweden

	Dimension of resilience	Name of smart practice	Location
Long-term stay	Physical (Health)	Medical assistance for the undocumented	Switzerland
		REMEDI - Refugee Medical Insurance	Malaysia
	Physical (Overall)	Winter Cash Assistance	Lebanon
		Red Cross House	Sweden
	Physical (Food)	Kizilaykarts for distribution of food	Turkey
	Human (Information on rights)	Migrant information hubs	Russia
		ALHO Voz Migrant call centre	Honduras
		Pasaporte Informativo	Paraguay
	Human (Education and vocational training)	Integration of children into schools	Finland
		Community Centres for Migrants	Turkey
		Community-based Health and First Aid Program Jordan	Jordan
	Social (Family)	Red Cross Tracing Application	Europe
	Social (Society)	ProjektXchange	Austria
		Active Media Engagement Strategy on Migration	Bulgaria
		Ensamkommandes forbund	Sweden
	Social (Society)	On the run - displacement roleplay	Sweden
Return to origin	Financial (Income generation)	Fondo Concursable El Cucayo Ecuador	Ecuador
	Physical (Overall)	Centre for care of the returned migrant	Honduras
		Assistance to migrants with disabilities	Honduras
	Human (Education and vocational training)	Safe Migration & Prevention of Human Trafficking	Lebanon
Across migratory route	Human (Practical information)	Migrant Worker Resource Centres	Asia-Pacific
	Social (Family)	Trace the face website	Europe
		Snapshot programme and missing persons radio programme	East Africa

All table photos (top from bottom): Caroline Haga/IFRC; Stephen Ryan/IFRC; Caroline Haga/IFRC; Jarkko Mikkonen/Finnish Red Cross; Mirva Helenius/Finnish Red Cross; Moustapha Diallo/IFRC; Stephen Ryan/IFRC

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Enablers of success

A National Society needs to be able to identify and address unmet needs. This requires human, technical and financial capacity. In addition, in developing their response, National Societies must consider the political environment and the social/cultural context in which they operate. These factors will allow National Societies to prioritize migration, among other competing priorities.

Several National Societies and partners have developed smart operational enablers (tools, systems, processes, etc.) to strengthen their capacities. The study presents 13 examples of smart operational enablers in the table below. For profiles of each smart operational enabler, please refer to the microsite.

Figure 9: **List of smart operational enablers profiled in the report**

Examples of smart operational enablers implemented by some National Societies	
Human capacity	Psychosocial Training and Support for Volunteers (Sweden)
	Ready2Help Initiative (Netherlands)
	Building Diverse Volunteers (Sweden)
Technical capacity (to identify needs)	Migrant Feedback Surveys (Global)
	IM Portal: Europe Population Movement Response (Europe)
	Displacement Tracking Matrix (IOM)
	Family Links Application for National Societies for Worldwide Enquiry and RFL Service - FL Answers data management system (Belgium)
Technical capacity (to address needs)	Clearly Divided Roles: Swedish Migration Department (Sweden)
	Clear Operating Procedures to Quickly Mobilize Support (Lebanon)
	Crash Courses for Volunteers Responding to Mass Movements (Sweden)
	Volunteer Migration Toolkit (Greece)
	Migration Networks for information sharing, peer-to-peer capacity development, and development of common knowledge (The Asia Pacific Migration Network; The American Migration Network; The Migration Network Platform for European Red Cross Cooperation on Refugees, Asylum Seekers and Migrants; Migration Network for Central Asia)
Financial capacity	Don't Ignore the Syrians Campaign (Turkey)

Moreover, the IFRC can further support National Societies to conduct national or regional needs assessments through technical and/or financial support. The IFRC can also further support National Societies to address needs of migrants by: adapting existing tools and guidelines so that they are relevant to migration; developing a migration trust fund; or leading with a strong unified global voice on migration at global level. The table below provides some recommendations on how the IFRC can further support National Societies.

Figure 10: **Summary of recommendations for how the IFRC can further support National Societies**

Ways the IFRC can further support National Societies	
Human capacity	Provide guidelines, share examples on how to fully utilize the local networks of volunteers for migration.
	Develop and coordinate staff secondment mechanisms across National Societies.
Technical capacity	Further facilitate access to internal and external experts who provide support/ build capacity in person and remotely.
	Adapt existing tools and guidelines so that they are relevant to migration (such as the vulnerability and capacity assessment, community-based health and first aid, etc.), and create new ones, where needed.
	Continue to share examples/lessons learned on how other actors (including other National Societies) address the needs of migrants.
Financial capacity	Continue to provide technical and financial support for national resource mobilization efforts.
	Continue to coordinate joint appeals.
	Develop a migration trust fund.
Political context	Increase support (technical and financial) for advocacy at national level.
	Continue to share examples/lessons learned on how other actors (including other National Societies) do advocacy in their countries.
	Increase efforts to coordinate a common message across National Societies (for examples, by giving further guidelines and parameters for National Societies to use in their advocacy).
	Lead with a strong unified global voice on migration at global level (including with global donors).
Social/ cultural context	Increase support (technical and financial) for awareness raising at national level.
	Continue to share examples/lessons learned on how other actors (including other National Societies) have raised awareness among their societies.

Conclusions

Migrants across the trail can benefit immensely from help, and the Red Cross Red Crescent has a distinct value proposition through its Fundamental Principles, more than 17 million active volunteers, global presence and access to communities. Moreover, together with their partners, National Societies bring a wealth of experience. This experience should continue to be nurtured and shared with sister National Societies to further enhance migrants' resilience.

The Red Cross Red Crescent should continue to build on its expertise by sharing its experiences more broadly within the network and with its partners. The 59 smart practices and 13 smart operational elements included in this study only represent a fraction of the wealth of experiences that National Societies and partners have. As this report highlights, there are opportunities to further share smart practices or to develop them. As seen below, the report includes a wide array of smart practices, and will benefit from continued revisions and additions of smart practices, particularly in the areas for which there are currently fewer examples:

- *By step in the trail:* long-term stay (25), arrival (ten), transition at borders (six), migrant camps (six), origin (five), return (four), across the trail (three).
- *By dimension of resilience:* human capital (34 per cent) and physical capital (29 per cent), social capital (15 per cent), financial capital (12 per cent), as well as regulatory and governance systems (10 per cent).
- *By type of support:* awareness raising (21), assistance (16), protection (16), advocacy (six).
- *By region:* sub-Saharan Africa (six), the Americas (seven), Asia-Pacific (eight), Europe (28), and Middle East and North Africa (ten).
- *By principle:* P1: Focus on needs and vulnerabilities of migrants (59); P6: Build partnerships for migrants (26); P3: Support aspirations of migrants (21); P9: Respond to displacement of populations (16); P4: Recognize the rights of migrants (15); P7: Work together along migratory trails (eight); P5: Link assistance protection and humanitarian advocacy for migrants (six); P8: Assist migrants in return (four); and P2: Include migrants in humanitarian programming (three).[18]

The Red Cross Red Crescent can benefit from increased coordination. Working in the migration space has, however, some challenges. National Societies can benefit from increased coordination in the areas of advocacy; information sharing, knowledge sharing and learning; and through more cross-regional responses:

- *Coordinated advocacy:* in line with Principle 5, there is a need to continue to increasingly link assistance and protection with humanitarian advocacy for migrants. National Societies see value in having a strong and unified voice on migration under which they can work.
- *Information sharing, knowledge sharing and learning:* in line with Principles 1 and 2, in order to understand and adequately address the needs and vulnerabilities of migrants and to support their aspirations, it is important to collect, share,

18. *Responses that seek to alleviate migratory pressures on communities of origin (P10) were not included as part of the scope, as these should fall under initiatives that work with vulnerable populations through domestic responses.*

and use relevant information, knowledge and learning when developing, implementing or refining initiatives that support migrants. Specifically:

- *Information:* there is an opportunity to enhance the overview of what National Societies do, their impact, and other key statistics of the needs of migrants, in order to provide a global picture of what the Red Cross Red Crescent does in migration.
- *Knowledge:* there is a desire for a stronger knowledge base on migration, including through global research on needs, trends and other common factors of migrants.
- *Learning:* while sharing of learning occurs through regional networks, there is an opportunity to further share learning across regions.

- *Cross-regional responses:* in line with Principle 7, there is a need to work along the migratory trails. The International Red Cross and Red Crescent Movement is in a unique position to help bridge the gaps of assistance and protection for migrants along the trail. For example, migrants should have continued access to high quality support across the trail, know who to turn to at each stage, and know what type of support is available to them along the trail. There is an opportunity to develop more cross-national, cross-regional and even global responses.

The IFRC is in a unique position to strengthen coordination across all five areas and drive the response at regional and global levels. Some suggestions are provided in figure 11.

Figure 11: **Overview of opportunities for increased coordination**

	Opportunity for enhanced coordination	Ways the IFRC can further support National Societies
Advocacy	• There is a strong desire by most National Societies for the IFRC secretariat to have a strong and unified voice on migration under which National Societies could work.	• Increase efforts to coordinate a common message across National Societies (for examples, by giving further guidelines and parameters for National Societies to use in their advocacy to be adapted to different contexts). • Lead with a strong unified global voice on migration at global level (including with global donors).
Implementation	• Very few examples were identified of cross-national responses, (apart from information and knowledge sharing initiatives through regional networks). • There are no responses coordinated at regional or global level.	• Increase technical and financial support to regional networks. • Provide technical and financial support for the development and implementation of cross-national responses. • Coordinate, where needed, the development and implementation of cross-national responses. • Launch and lead large cross-national responses, where needed.
Information	• There is limited overview of what National Societies do, their impact, and other key statistics of the needs of migrants, hindering a global overview of what National Societies are doing in migration.	• Provide guidance (and tools) on what data to collect in a systematic and comparable way across National Societies. • Establish regular processes to compile key data points collected by National Societies and share information providing a regional and global perspective on migration.
Knowledge	• There is a desire for a stronger knowledge base on migration, including through global research on needs, trends, and other common factors of migrants.	• Continue to invest in research that is relevant to multiple National Societies.
Learning	• Sharing of learning occurs through regional networks, but there is limited sharing across regions.	• Continue to encourage National Societies to share learning with other National Societies (including in other regions) by providing xrelevant tools and templates, and creating stronger links between National Societies across regions. • Develop global platforms to share knowledge, learning, and smart practices: forums, website, webinars, centre of excellence, etc.

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

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