Integration and Inclusion
FRAMEWORK

EUROPE AND CENTRAL ASIA

Contact us:

Requests for commercial reproduction should be directed to the IFRC Secretariat:

Address: Chemin des Crêts 17, Petit-Saconnex, 1209 Geneva, Switzerland

Postal address: P.O. Box 303, 1211 Geneva 19, Switzerland

T +41 (0)22 730 42 22 | **F** +41 (0)22 730 42 00 | **E** secretariat@ifrc.org | **W** ifrc.org

Content

Acronyms

CEA	Community Engagement and Accountability
CBMHPSS	Community-Based Mental Health and Psychosocial support
CRM	Customer Relationship Management
DAPS	Dignity, Access, Participation and Safety (DAPS)
DEH	Digital Engagement Hub
HD	Humanitarian Diplomacy
ICRC	International Committee of Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
MHPSS	Mental Health and Psychosocial support
MoU	Memorandum of Understanding
PFA	Psychological First Aid
PGI	Protection, Gender and Inclusion
RCRC	Red Cross Red Crescent
RFL	Restoring Family Links
SGBV	Sexual and Gender-Based Violence
UNHCR	United Nations High Commissioner for Refugees

"In the current landscape of global migration and displacement, social cohesion continues to be of utmost importance. This is especially true when considering the complexities and barriers to navigating integration, and identifying the tailored support required to foster inclusion. This framework recognises the commitment and expertise of Red Cross Red Crescent National Societies across Europe on promoting integration and inclusion and provides guidance for a holistic and humanitarian migration response. The framework focuses on socio-economic, socio-cultural, wellbeing and protection outcomes. It emphasizes local considerations and collaboration, with an aim to build bridges to and foster solidarity for migrant populations. Underpinning the various elements is the engagement and participation with migrants in order to create spaces and avenues to amplify voices and work towards a future where migrants feel valued, supported and equipped to function as a part of the rich tapestry of European society."

Davina Gomes,
Expert with lived experience in Migration & Displacement
Refugee Support Service Manager, British Red Cross

Introduction

With the Europe and Central Asia region experiencing a rise in migration and displacement, the need for reception, integration and inclusion initiatives has become increasingly important. While these areas typically fall under national and local jurisdictions, there exists an opportunity for Red Cross Red Crescent (RCRC) National Societies to complement such efforts by implementing programming focused on the integration and inclusion of migrants within their host communities and societies. This synergy aligns with the International Federation of Red Cross and Red Crescent Societies (IFRC) network's dedication to supporting migrant integration and inclusion, as affirmed by its 2009 Policy on Migration, which reinforces its longstanding commitment and work to *"support the (migrants') inclusion, integration and their aspirations."* The IFRC Strategy 2030 also reaffirms that the IFRC's network *"will scale up the work to integrate programmes across inclusion and social cohesion, recognising that these issues are interlinked to the well-being of all people."*

This Framework has been developed based on the existing knowledge, experience and expertise of Europe National Red Cross and Red Crescent Societies. With the support of the British Red Cross, and through a comprehensive consultative process, the framework has been designed bringing together different voices, experiences, and contexts to build a common and comprehensive regional approach.

The Framework is designed to provide comprehensive guidance for National Societies, offering a common approach and language for staff and volunteers engaged in integration and inclusion activities, and providing a practical tool to support the development, implementation, and monitoring of initiatives aimed at supporting migrants in vulnerable situations. Through this collaborative endeavour, National Societies can harness the collective expertise within the network and enhance their capacity to effectively design, finance and implement integration and inclusion initiatives.

Importantly, the Framework is not prescriptive; rather, it offers a flexible set of options and indicators tailored to the diverse contexts and capacities of National Societies. Recognizing that not all National Societies will undertake every activity described, the Framework encourages adaptation to local needs and priorities while promoting a principled approach to humanitarian action.


Serbian Red Cross volunteers at the child-friendly space of the Subotica migrant reception centre with Haora, 12-year-old, from Iraq.
© Victor Lacken / IFRC

Integration and Inclusion: Concept and Terminology

Considerable effort has been dedicated to defining key terms used on this topic. This chapter explores definitions of integration, inclusion, and social cohesion, focusing on academia, domestic policy, and the aid sector, while examining their global contextualization. Given the complexity of these concepts and the lack of universal agreement among academia, policymakers, and practitioners, translating them into different languages and cultures across the region can be challenging. For the purposes of this document, we will use *integration* and *inclusion*, but acknowledging that there might be some nuances in other languages.

Successful integration and inclusion are ongoing processes that require collaboration and cooperation between National Societies, government, civil society actors, the host community, and importantly, with migrants themselves. Integration is influenced by multiple factors including the migrants' reason for migrating, the length of the intended stay, their baseline economic status, the political climate, and prevailing attitudes and opinions among the hosting communities. Additionally, a persons' sex, gender, age, vulnerabilities, disabilities, etc. shape every stage of the migration experience, making tailored approaches to integration crucial. While recognizing the many external factors that influence the achievement of integration and inclusion, National Societies can contribute to their achievement by taking actions to address barriers and avoid separation and exclusion.

Social cohesion

↑ **To achieve**

Integration - Inclusion

↓ **To avoid/prevent**

Separation Exclusion
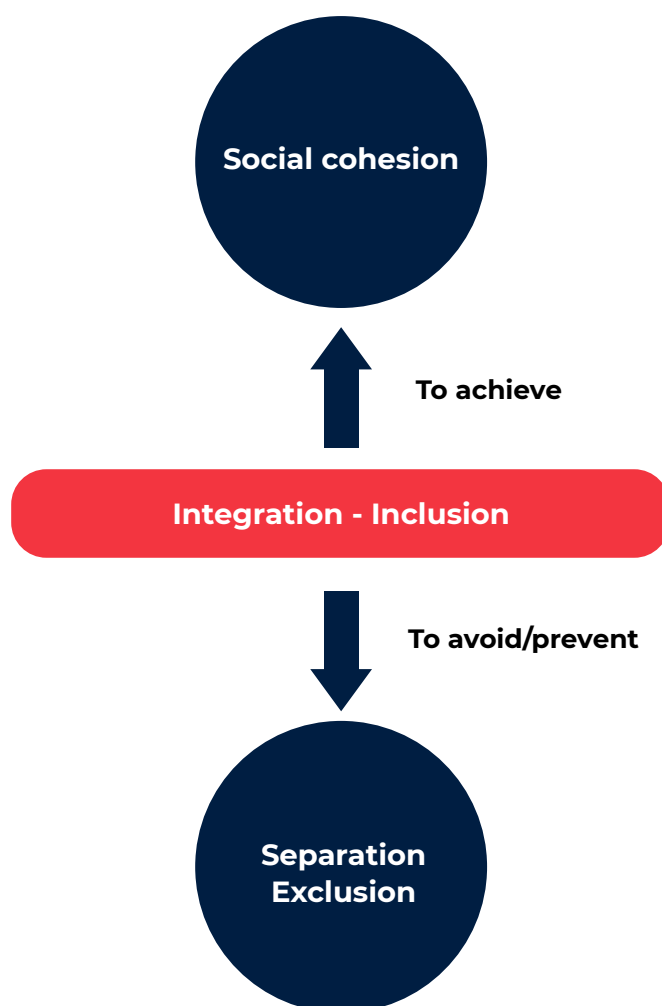
Migrant | In line with the IFRC Policy on Migration, we use the term "migrants" to refer to "persons who leave or flee their habitual residence to go to new places – usually abroad – to seek opportunities or safer and better prospects". This includes migrant workers, stateless migrants, undocumented migrants (who are not registered and deemed irregular by public authorities), as well as asylum seekers, internally displaced persons, and refugees.[1]

Integration | Integration refers to the process through which migrants become active and engaged members of the host society. For the IFRC network, integration is the two-way process of mutual adaptation and respect by all migrants and the host community. It often involves the adjustment of migrants to the norms, values, and institutions of the host country while also retaining the aspects of their own cultural identity. Although the relationship between migrants and host community is unequal, this definition excludes processes of integration and inclusion based on force, coercion or that attempt to impose unitary identities on population. In our understanding of integration, humanitarian support is provided in consideration of each migrant's individuality and aspirations, focussing on their needs, vulnerabilities, potential and aspirations, supporting them in their search for opportunities and sustainable solutions irrespective of their status, type or category.

Inclusion | Inclusion focuses on ensuring that migrants have equal access to rights, opportunities, and services in the host society, irrespective of their cultural or ethnic background. It is primarily concerned with eliminating discrimination, prejudice, and barriers that might limit migrants from fully participating in all aspects of society. The IFRC network actively addresses exclusion by meaningfully involving and engaging excluded people in our work. Inclusion often involves policies and practices that actively seek to address disparities and promote social cohesion.

For Migrants | Integration and inclusion mean the process of adjusting to a new society, acquiring access to work, education, and housing, influencing democratic processes and participating in civil society, building personal relationships with members of the host society and forming a feeling of belonging to, and identification with that society.

For the Host Society | Recognizing that the relationship between migrants and the host society is unequal, integration and inclusion mean granting access to services and institutions, being an inclusive society, respecting diverse and flexible identities, and granting equal opportunities to migrants.

Separation | Separation refers to the process or policy of detaining, relocating, or separating migrants from the local community. This separation can occur for various reasons, including immigration enforcement or border control. Separation can involve the forced detention of family members or deportation of family members to different locations, leading to emotional and psychological distress for all involved. Separation can also include social isolation.

Exclusion | Exclusion refers to the practice of denying migrants access to certain rights, services, or opportunities that are typically available to citizens or other residents of the host country. Exclusion can take the form of restrictive immigration policies and laws that limit migrants' rights, access to healthcare, education, and employment opportunities but also invisible barriers that impede effective access to services. Migrants may also face social exclusion when they are marginalized or discriminated against by the host society.

Social cohesion | Social cohesion refers to the strength of relationships and the sense of solidarity among members of a community aimed at encouraging dialogue and interaction between migrants and host communities and supporting host communities in receiving migrants.

---

1 *In this framework, we primarily focus on first generation migrants, although some of the content can be applicable to migrants' children or so-called "second generation migrants".*

The IFRC Approach to Integration and Inclusion in Europe and Central Asia

Working with and for migrants in vulnerable situations is one of the long-standing traditions of the Red Cross Red Crescent Movement; providing much needed assistance and protection that is strictly humanitarian and focused on migrants' needs, vulnerabilities, and potential to contribute, irrespective of their status, type or category. The IFRC network's role when working with migrants, in their journey towards Integration and Inclusion is to create more inclusive societies supporting both migrants and host communities. To achieve this, our added value is around lifting barriers and addressing vulnerabilities, while recognizing that the ultimate responsibility of integration and inclusion rests with the authorities. Guided by the fundamental principle of humanity, our support should be provided at first point of contact, aiming to meet the immediate needs of those in crisis and foster integration and inclusion to create more cohesive societies.

In our work supporting integration and inclusion, we are guided by the following:

1 Principled humanitarian approach
We are guided by our Fundamental principles and make no discrimination as to nationality, race, religious beliefs, class, political opinions or any other characteristic. We support all migrants based on needs and vulnerabilities.

2 Route-based approach
Our engagement in integration and inclusion is part of our route-based approach. We provide essential services to meet the humanitarian needs of all people experiencing migration at all stages of their journey, in countries of origin, in transit at land and sea, and in destination countries.

3 Diversity
Our organization should reflect the diversity of our society. The composition of our Red Cross Red Crescent staff and our volunteers should be as diverse as the societies in which we operate.

4 Integration and Inclusion from day one
Integration and Inclusion is supported from day one, as we focus on migrants' needs first and foremost, rather than on their status. While we can be restricted by applicable frameworks in supporting all migrants depending on their status, we can always play a role in advocating for their well-being and rights.

5 Linking assistance and humanitarian diplomacy
We advocate for migrants' needs, rights, safety and unhindered, dignified access to essential services, based on evidence-based practice.

6 Host community
Integration is a two-way process, needing the engagement of both migrants and the host society. When supporting migrants in their integration and inclusion journey, we must engage with the host community to ensure social cohesion, as well as to identify and respond to the existing needs and vulnerabilities.

7 National and local level
Integration policies fall under national authorities and integration is facilitated at the local level. We engage with local authorities and communities through dialogue and partnerships to implement initiatives that promote understanding, interaction, trust, and cooperation.

8 Working in partnership
Our work needs to include partnerships and strengthened collaboration between relevant actors to fortify our integration and inclusion interventions - through shared programming, safe referrals, or information sharing, among others.

9 Role of volunteers
Local and community-level activities are crucial to integration and inclusion efforts. Our branches and volunteers therefore play a key role in the implementation of interventions, and we seek to include those with lived experience in our programming.

10 Integrated approach
Successful integration and inclusion programming combines various services to address migrants' multifaceted needs effectively in a holistic and integrated approach.

Integration and Inclusion Ecosystem

Our work on integration and inclusion is carried out in a complex and interconnected ecosystem comprised of the five entities depicted below. The IFRC network's central position in this ecosystem enables it to connect these entities to each other by aligning the efforts of authorities, shaping the policy environment, mobilizing host communities, and directly supporting migrants. Our work with each of these entities can be summarized as follows:
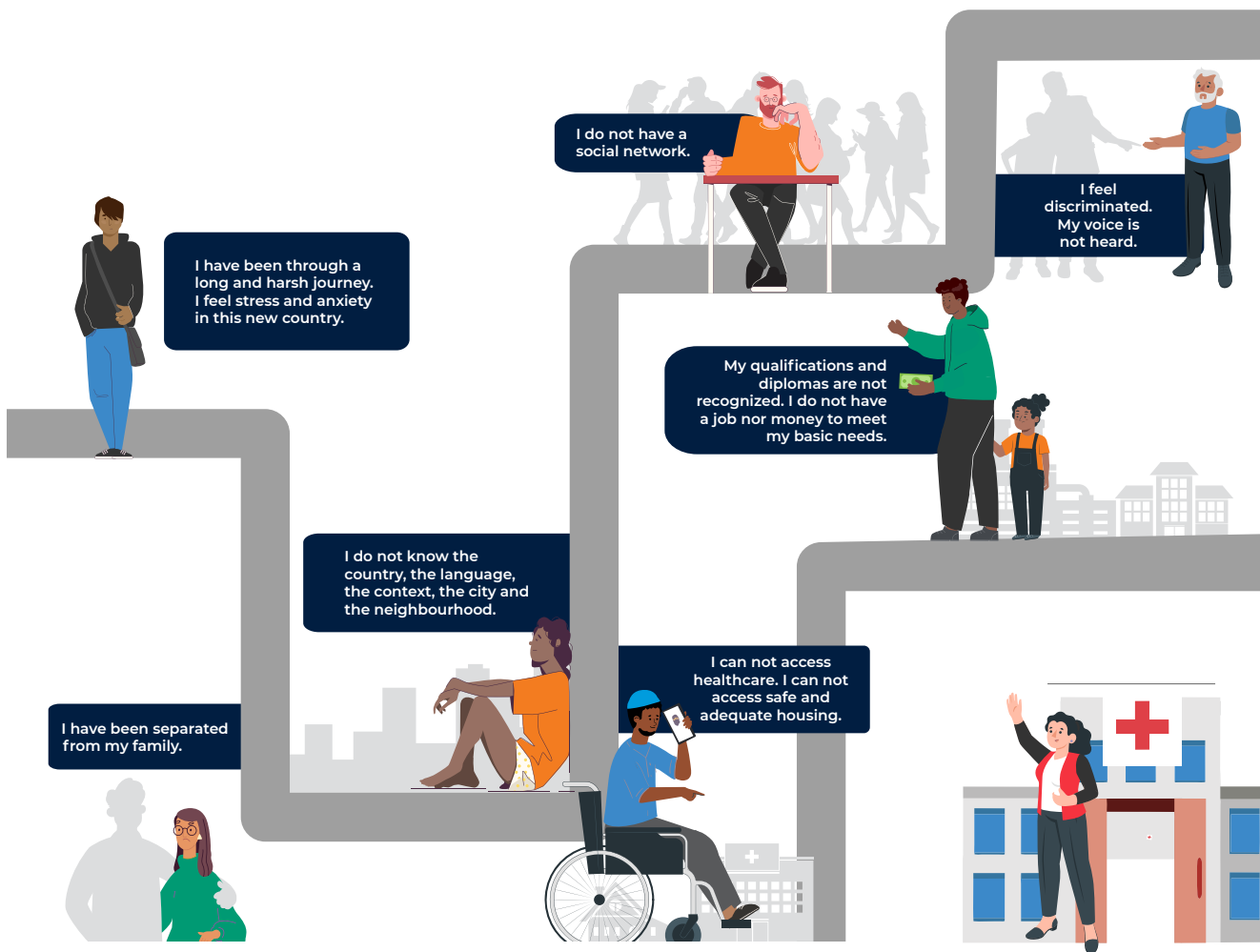
- **With authorities**: The IFRC network collaborates closely with governmental and local authorities, offering support and expertise to complement public efforts aimed at migrant integration and inclusion. This cooperation is crucial for scaling interventions, accessing resources, and advocating for policies that facilitate and strengthen inclusion and integration for migrants.

- **With the policy environment**: The IFRC network works within the parameters of applicable policy environment, while advocating for favourable conditions that support the rights and needs of migrants. Through humanitarian diplomacy informed by on-the-ground experience, the IFRC network influences policy development and implementation, aiming for migration policies that are humane, inclusive, and consistent with international standards.
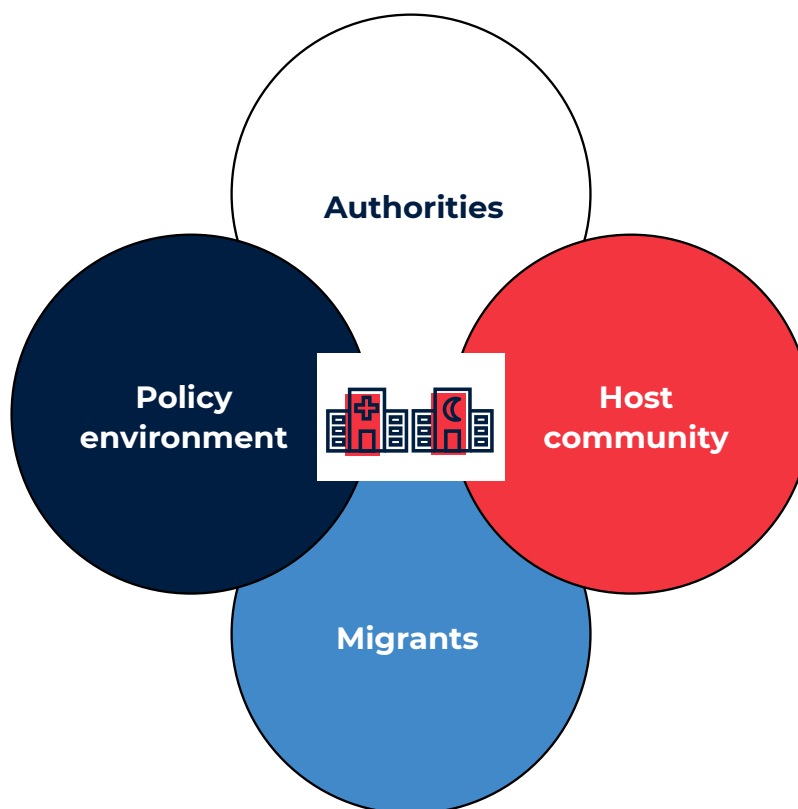
- **With the host community**: Engaging the host community, including civil society, is essential for fostering social cohesion and mutual understanding. The IFRC network bridges gaps and fosters connections between migrants and host communities through dialogues, community events, and awareness campaigns that promote empathy, reduce prejudice, and underscore integration's mutual benefits, contributing to a more inclusive society.

- **With migrants**: At the heart of the IFRC network's mission is its direct engagement with migrants, providing critical support services ranging from basic needs fulfilment to more complex, long-term assistance. By addressing migrant's specific needs, listening to them and ensuring their voices inform programme design and policy advocacy, we not only enhance migrants' well-being but also empower them as active participants in their integration journeys.

To facilitate the integration and inclusion of migrants into host communities, National Societies work with many different tools based on their expertise, mandates, country-level contexts and capacities. While there is no one-size-fits-all solution for successful integration, some interconnected elements are key to fostering inclusion and creating more cohesive societies. While some elements yield quicker results, each brings a positive added value to the process. National Societies should not feel they need to engage in all the aspects of the integration and inclusion sphere, but rather identify their strengths and leverage partnerships with other organizations to complement their service delivery.

The Integration & Inclusion journey

I do not have a social network.

I feel discriminated. My voice is not heard.

I have been through a long and harsh journey. I feel stress and anxiety in this new country.

My qualifications and diplomas are not recognized. I do not have a job nor money to meet my basic needs.

I do not know the country, the language, the context, the city and the neighbourhood.

I can not access healthcare. I can not access safe and adequate housing.

I have been separated from my family.

Integration and Inclusion Pillars and Elements

Understanding migrants' needs before and while engaging in integration and inclusion efforts is crucial. Understanding their challenges and aspirations allows for tailored interventions, addressing barriers to full participation. Additionally, it helps identify gaps in existing services to prevent duplication of efforts. Likewise, measuring impact is essential for evaluating effectiveness, identifying areas for improvement, and ensuring accountability.

The four pillars introduced below aim to provide a standardized structure to assist National Societies in designing, financing, and implementing integration and inclusion initiatives. The four pillars are not isolated silos; rather, they are interconnected components reflecting the holistic approach National Societies take in addressing diverse needs from multiple angles.

SOCIO-ECONOMIC INTEGRATION & INCLUSION

Socio-economic integration and inclusion refers to the process by which migrants become economically self-sufficient, secure adequate housing and access educational opportunities in their new host community. This pillar involves various key aspects of migrants' lives, including employment, education, and housing.

Employment

For most migrants, obtaining employment is a high priority in order to provide for themselves and their families. Accessing employment directly contributes to improved opportunities for economic independence and the ability to enhance overall quality of life in a new country. However, migration status affects rights and entitlements, including access to the labour market. Despite these challenges, migration has been shown to have positive economic impact, with migrants bringing with them a plethora of diverse experiences and knowledge.

Outcome

Migrants are supported to become more resilient through employment and economical independence, thereby minimizing their risk of destitution and exploitation, reducing reliance on government welfare, and improving their overall quality of life.

Indicators

- # of migrants reached with information for employment opportunities, including self-employment
- # of migrants who have completed vocational training
- % of migrants participating in pathways to work (e.g. mentoring/work shadowing/apprenticeship schemes)
- # of language courses/trainings provided by the RCRC
- # of migrants supported with income generating activities (start-up, small business)
- # of migrants who received labour counselling
- # of migrants supported by the RCRC who found a job (labour insertion)

Potential activities

- Provide practical information in individual or group sessions about the labour market and migrants' rights for employment
- Support to enable the recognition and acceptance of suitable qualifications earnt abroad
- Provide functional language training focused on employment
- Provide accompaniment throughout the employment process (help write/translate resumés and cover letters, coach on interview techniques, communication skills, etc.)
- Provide Cash and Voucher Assistance (CVA) to cover basic needs while accessing the labour market
- Support access/ provide vocational trainings to facilitate adaptation to current labour and market needs
- Support digital literacy and access to connectivity in order to access online job advertisements
- Support migrants to access volunteering opportunities including within the National Society as well as internships/other learning pathways
- Support migrant families with childcare options to enable access to employment
- Carry out labour intermediation between employers and migrants to raise awareness and develop employment and training opportunities
- Provide migrants with guidance and/or financial support for business start-ups (training in small business management)
- Advocate for the identification and removal of barriers to access the labour market for migrants
- Advocate for the employment of migrants with the private sector, engaging companies in corporate social responsibility
- Conduct awareness-raising and anti-discrimination campaigns addressing the barriers migrants faced in their path towards employment
- Conduct sessions with migrants, with special attention to survivors of Trafficking in Persons (TiP) and Sex- and Gender-Based Violence (SGBV) aimed at restoring their self-esteem and motivation
- Conduct a gender and diversity analysis to include the participation of groups based on gender, age, disability status, ethnic, religious and cultural minorities
- Discuss and communicate eligibility criteria for employment support with migrants
- Co-create or strengthen existing feedback collection systems to improve and strengthen employment interventions

Practical tips

- Livelihoods assessments are essential to understand the type of assistance most appropriate in each context and situation. They need to include a gender and diversity analysis to help us identify and respond to specific risks.
- A holistic approach to employment support increases impact and sustainability. To maximize the effectiveness of employment activities, it is important to ensure language, health, mental health and psychosocial support, as well as protection support are also provided.
- It is important to have a system to collect and disseminate evidence-based information about the benefits of livelihoods programming for the migrant population.
- In contexts where there is political or social opposition to migrants, it is crucial to adopt a conflict-sensitive approach when advocating for and disseminating support to the migrant population. This approach helps minimize counterproductive reactions and fosters a more constructive engagement with all stakeholders involved.
- To minimize the potential perception that migrants are receiving more support than the host community, ensure participation of both parts in decision making and implementation processes.[2]

---

[2] From the IFRC Livelihoods Resource Centre/Danish Red Cross Guidelines in Livelihoods in Migration & Displacement contexts.

Turkish cooking course offered at a community center run by the Turkish Red Crescent. © Turkish Red Crescent/Elif Irmak Erkek

Employment | Good practice 1

From Spain to Poland: the "Employment Plan" in Action

Supported by the Spanish Red Cross and IFRC's Livelihoods Centre, the Polish Red Cross is implementing a livelihoods programme aimed at promoting the socio-economic integration of Ukrainian displaced persons in Poland. The project provides employment assistance in Professional Activation Centres through group information sessions, customized career counselling, reskilling and upskilling programmes, digital skills training, language training, legal advice, psychosocial support, CV writing and document translation. Vocational trainings are also organised by the Polish Red Cross according to the needs of the labour market.

In addition, support is provided for self-employment initiatives, including business management training and financial assistance for external training, as well as childcare and transport allowances. Halfway through its implementation period, 28% of currently enrolled participants have successfully found employment, with 549 labor insertions, including both paid jobs and self-employment opportunities. This livelihoods programme is based on a long-established domestic initiative by Spanish Red Cross: "Employment Plan," funded by the EU's European Social Fund since 2000 to prevent unemployment and social exclusion among immigrants through integrated services across 38 locations in Spain. The programme provides personalized support for job access and retention. Both initiatives showcase a comprehensive effort to assist displaced individuals in overcoming the barriers to entering the local labor market and fostering community integration.

Employment | Good practice 2

FIRME: A Digital Platform to Facilitate Employment for Refugees and Migrants in Portugal

The Portuguese Red Cross, with funding from the EU's Asylum, Migration and Integration Fund (AMIF), operates an online recruitment portal called FIRME that connects job-seeking refugees and migrants with Portuguese employers. This strategy addresses the difficulty refugees and migrants face in accessing the Portuguese labour market and the lack of employer access to this pool of potential employees. It also enhances job visibility for refugees and migrants and simplifies the job application process for both parties. The project's success demonstrates the effectiveness of digital platforms in bridging employment gaps for vulnerable groups.

Resources
- IFRC Livelihoods Centre/Danish Red Cross – Guidelines on Livelihoods in Migration & Displacement contexts
- IFRC Livelihoods Centre - Roadmap and Toolkit for Employability Programmes

🏘 Housing

Finding adequate housing may be one of the greatest challenges facing migrants and will be an immediate and urgent need for most migrants upon arrival, and during their integration and inclusion journey. Providing migrants with reception and assistance in accessing safe and secure housing/accommodation facilitates their integration into the community as it enables improved access to local resources and services along with opportunities to participate in community activities and social networks, in turn improving community cohesion and contributing to the development of a sense of belonging in the community.

Outcome

Access to safe, appropriate and sustainable housing for migrants is facilitated, in turn impacting their overall integration, sense of security, social connections, employment opportunities, and access to healthcare and education.

Indicators

- % of displaced people/ migrants who experience a period of homelessness following RCRC housing support
- % of migrants who are able to transition to longer term, secure housing solutions with RCRC support
- % of migrants reporting satisfaction/ dissatisfaction with housing conditions provided/ facilitated by the RCRC
- # of households supported with rental assistance from the RCRC
- # of services provided to support access to safe and appropriate housing (information, accompaniment, etc)
- # of RCRC facilities hosting migrants
- # of migrants hosted in RCRC facilities
- # of households in private hosting arrangements supported by the RCRC

Potential activities

- Run reception centres for migrants where integration activities can be undertaken (language courses, MHPSS support, social connections, information and orientation).
- Provide migrants with information and support required to understand the housing market and relevant housing services to improve opportunities to access appropriate short and longer-term housing (where to go, administrative processes needed, contracts, local/ national housing support services or schemes)
- Provide accompaniment to migrants during their housing-related processes (physical accompaniment, support to complete administrative processes, accessibility advice, etc.)
- Assist migrants to access private hosting arrangements where appropriate (hosting assistance)
- Support migrants with payments for rent/deposits/ guarantees/utilities (rental assistance)
- Monitor housing conditions to identify and address any potential protection risks
- Liaise with municipalities and other relevant stakeholders to raise awareness about migrants' housing needs
- Liaise with real state agencies to raise awareness about migrants and contribute to combatting discrimination
- Discuss and communicate eligibility criteria for housing support with migrants
- Co-create or strengthen existing feedback collection systems to improve and strengthen housing interventions
- Advocate for the identification and removal of barriers to access safe, secure and appropriate housing for migrants

Practical tips

- Providing information and orientation about access to safe and secure short- and long-term housing options is crucial
- When planning for housing support (RCRC facilities, private hosting, rental assistance) always consider the exit strategy and transition plan to sustainable longer-term housing options. This will include considering the needs, vulnerabilities and capacities of the target group to access and maintain their identified housing option.
- Housing support should be connected with employability/livelihoods support and other relevant integration support in order to be sustainable
- Assess and document potential protection risks and be prepared to manage, address or provide appropriate referrals for identified housing-related risks

Liudmyla, displaced from Ukraine has been supported by rental assistance by the Slovak Red Cross in Poprad. © IFRC/Nora Peter

Housing | Good practice 1

Comprehensive Assistance for Displaced Families: Slovak Red Cross's Holistic Shelter Programme

The Slovak Red Cross's Shelter Programme, supported by IFRC's Ukraine and Impacted Countries Emergency Appeal, offers a holistic range of services to support people displaced by the armed conflict between Russia and Ukraine. These services include financial hosting and rental assistance, as well as ensuring adequate housing, while also addressing specific needs like healthcare and education access. The programme's case management approach starts with a thorough assessment of each household's needs and preferences, followed by the development of a personalized support plan. This plan includes financial aid, housing checks, and integration assistance, ensuring a comprehensive approach to each case.

As part of the programme, vulnerable households are provided with six- to twelve-month rental assistance in independent accommodation units. Top-up support is also provided to hosting families for the same duration. A one-off payment to improve house adequacy standards for the displaced household is provided together with a one-off payment for utility costs, to make sure that hosting families are not burdened with extra charges due to increased energy consumption.

Monitoring and payments are carried out monthly, with additional support provided for employability, education, healthcare, and winterization payments. The programme employs a holistic approach, offering different services to meet specific needs and empowering households towards self-sufficiency. This model highlights the importance of tailored support and comprehensive case management in assisting displaced families.

Housing | Good practice 2

Transitioning to Stability: The Austrian Red Cross's IWORA Project for Housing and Integrating Refugees

The Austrian Red Cross, through its *Integrationswohnraum* (IWORA) project in Vienna, addresses the crucial transition phase for asylum seekers moving from reception centers to independent community life. As refugees move to a new phase of life, they often face significant hurdles such as discrimination in housing, language barriers, and financial instability. The IWORA project provides a critical bridge, offering temporary accommodation for up to two years and aiding in securing permanent housing.

The Austrian Red Cross actively engages with landlords and real estate entities to find suitable housing, ensuring that apartments meet acceptable living standards. Once settled, refugees receive assistance with registration, language courses, job searches, and integration into the neighbourhoods. This holistic approach, which includes ongoing support from case workers, significantly aids refugees in overcoming challenges and establishing a stable and self-reliant life in their new community.

Resources
- IFRC Step-by-Step Guide for Rental Assistance to people affected by crises
- (upcoming) IFRC Practitioners Handbook and online training on Hosting Assistance

📖 Education

Education creates significant opportunities for socio-economic integration and inclusion, cultural exchange and sense of belonging. Education is also essential for protecting migrant children and youth and is critical to reducing risks. Education also provides an entry point for the provision of integrated child-focused basic services to support migrant children and youth. National Societies can play a valuable role in ensuring access to education and developing innovative, non-traditional, educational activities targeted at migrants at different stages of their educational journey.

Outcome

Access and continuity of education is ensured, and educational and learning opportunities – complementary to those offered by public education services - are provided for migrants and refugees, enhancing their personal aspirations and development, employment opportunities, and ability to contribute significantly to the host society.

Indicators

- # of children, adolescents and young adults receiving any form of education support provided by RCRC
- # of individual/group sessions conducted about education
- # of migrants accompanied in accessing the education system
- % of migrants supported by the RCRC with successful applications for scholarships/bursaries
- # of migrants supported by the RCRC having overseas qualifications recognised
- % of migrants' children self-reporting a feeling of belonging/well-being at school

Potential activities

- Provide practical information in individual or group sessions about the formal education system and other education opportunities
- Provide accompaniment to migrants with procedures to access primary/secondary/tertiary/adult/higher education
- Provide information on scholarships and bursaries to access higher education
- Provide financial assistance for education purposes
- Support migrants in obtaining accreditation of home country educational qualifications
- Support access to pre-school support
- Support migrants to address social and emotional wellbeing of children and young people in the education system
- Offer peer mentoring of migrant students by trained staff or volunteers
- Support training of teachers and other relevant education personnel including on psychological first aid for children, child protection risks, comprehensive risk reduction, first aid, migration, respect for diversity, violence prevention (incl. bullying), inclusion, etc.
- Provide basic life skills training (functional literacy, numeracy, language, basic IT skills, digital literacy)
- Deliver home-based education support through RCRC staff or volunteers
- Support host school communities with mental health and psychosocial support (MHPSS) for students, teachers and parents
- Provide support to migrant teachers in workings and/or volunteering in host community schools
- Provide basic humanitarian education courses to build social and emotional skills and build social integration between migrant and host communities IFRC YABC / YABC & Football 4 Development programmes, British RC Positive Images, etc.)
- Discuss and communicate eligibility criteria for education support with migrants
- Co-create or strengthen existing feedback collection systems to improve and strengthen education interventions and understand needs and barriers in accessing education
- Advocate for the identification and removal of barriers to safe and continuous access to education opportunities for migrants

Practical tips

- To better support migrants in accessing education, start with identifying and addressing the physical, communicational, institutional and attitudinal barriers to education they are facing through a needs assessment or through education authorities and coordination mechanisms.
- Adopt a coordinated and flexible multi-disciplinary approach that address the identified unmet education needs of migrants in a holistic manner. Consider establishing a working group in the National Society with all related departments that work in education.
- Establish dialogue, relationships and partnerships with authorities leading education and other key education stakeholders such as the education cluster, interagency education working group, Local Education Group (LEG)
- As much as possible, involve the school community in educational interventions, by working with students, parents/families, teachers, school and educational authorities

Serbian Red Cross volunteer helps Zenb from Iraq to complete an educational jigsaw puzzle in Subotica migrant centre. © Victor Lacken

Education | Good practice 1

Armenian Red Cross Society DAFI Programme to Support Refugee Students

The Armenian Red Cross Society (ARCS), together with UNHCR, has implemented the Albert Einstein German Academic Refugee Initiative (DAFI) scholarship programme, which aims at supporting refugee youth, men and women to access higher and professional education in the universities and colleges of Armenia. As part of the programme, refugee students received scholarships based on academic excellence and vulnerability criteria, as well as counselling in the field of education in order to continue their studies in Armenia. DAFI scholarships include not only the tuition fee, but also a monthly allowance to cover expenses for their living costs, local travel as well as student supplies. Their academic progress and any challenges they may face are closely monitored by the ARCS and the UNHCR both at their homes and study institutions.

Education | Good practice 2

Russian Red Cross's Community-Driven Learning Approach for Migrants and Refugees

The Russian Red Cross's Educational Centre in Moscow is a welcoming hub for both migrant and refugee children, focusing on Russian language acquisition, academic support, and integration assistance. It provides services to non-Russian speakers of any origin, offering support across three age-based groups, including kindergartners under 6, children aged 7 to 10, and 13-year-olds and above, with further division based on language proficiency.

The center facilitates Russian language learning through structured courses and communication skills training. For school-age children, particularly those newly enrolled in school or requiring additional assistance, the center offers supplementary educational support, including through a partnership with a local school in which students are matched with local volunteers.

With plans to further expand the centre's activities in 2024, the Russian Red Cross aims to enhance its educational programme by incorporating additional language learning resources, extending integration assistance through cultural events, and offering legal orientation for parents while their children are in class, as well as extended social activities to foster a more cohesive learning environment.

The commitment and effort of volunteer teachers is instrumental in the centre's operation, showcasing a model of community-driven educational support. Awareness about the programme, which has received funding support from Italian Red Cross and the Red Cross Society of China, is spread through social media platforms.

Resources
- IFRC Strategic Framework on Education 2020-2030

SOCIO-CULTURAL INTEGRATION AND INCLUSION

Socio-cultural integration and inclusion of migrants refers to the process by which individuals or groups who have migrated to a new country or community are integrated into the social and cultural fabric of that society. It is a two-way, continuous process that requires efforts from both migrants and the host society to promote understanding, respect, and inclusion. By welcoming diversity and facilitating cross-cultural interactions, societies can create environments where migrants feel valued and can contribute their unique perspectives and talents to the community.

Information and Orientation

Knowledge and understanding of rights, entitlements, obligations, norms, customs, and local services are crucial for migrants to navigate their new environment effectively. This knowledge equips them with the necessary tools to access available support systems and to integrate into the local community.

Outcome

Migrants' understanding of their rights, entitlements and availability of local services is enhanced, improving their access to basic services and legal protection, increasing community participation, and reducing vulnerability and exploitation risks.

Indicators

- \# of orientation and information sessions organized

- % of migrants self-reporting an understanding of the host society

- \# of migrants supported with legal advice and counselling

- \# of migrants supported with information about RFL/Family Reunification services

- % of migrants reporting satisfaction with RCRC information and orientation support

Potential activities

- Carry out individual or group orientation sessions to inform migrants of their individual freedoms and entitlements and enable them to exercise their rights

- Set up information and orientation points in key locations

- Carry out individual or group orientation sessions to inform migrants of their duties, responsibilities, and applicable societal norms and customs

- Develop referral systems (stakeholders mapping, referral procedures and staff training on referral systems) for different services with special attention to legal services, MHPSS, SGBV/ trafficking and needs of elderly and unaccompanied minors

- Provide information through mobile/chat groups/social media channels

- Set-up helpline or call centres to provide essential information and orientation

- Provide appropriate accompaniment, interpreting/translation services to facilitate access to different services

- Ensure accessible and appropriate legal aid and legal advice services are available through the NS or through referrals

- Offer casework services to support administrative processes or referrals to organisations providing this type of support

- Include host communities in designing and setting-up information and orientation initiatives

- Provide access and information to services that deliver restoring family links and family reunification services

- Discuss and communicate eligibility criteria for orientation support with migrants

- Co-create or strengthen existing feedback collection systems to improve and strengthen information and orientation interventions

Practical tips

- Consult migrants and host communities on information needs and preferred and reliable channels of communication

- Provide cultural sensitivity training to service providers, volunteers, and community members involved in delivering information and orientation activities

- Ensure information is provided in multiple languages and accessible formats to accommodate diverse needs

Russian Red Cross volunteers operating a helpline, answering questions and providing psycosocial support to people in need.
© Russian Red Cross

Information and orientation | Good practice 1

Swiss Red Cross's Multifaceted Information and Orientation Services for Refugees and Asylum Seekers

The Swiss Red Cross implements a comprehensive Information and Orientation system across its branches, aiding refugees and asylum seekers in Switzerland. Branches across Switzerland provide tailored orientation and information services, coordinated by the headquarters through regular events and communication channels. One such service is the *SOS Beratung* (SOS Advice) in Zurich, which offers guidance and asylum application support in German, French, English, Italian and Spanish for individuals seeking asylum or in limbo. Other notable initiatives include the *Femmes-Tische/Hommes-Tische* (Women's/Men's Tables) for group information sessions, various mentoring programmes as well as the Geneva branch's *Centre d'accueil* (Day Reception Centre), which provides information services along with trauma-sensitive yoga and cultural activities. These efforts are supplemented by online tools like HELPFUL, an information resource for Ukrainian refugees, and MIGESPLUS, focusing on health-related information with publications in several languages. Lastly, the SUI App offers psychological support and migration information for migrants. This multi-faceted approach, including both in-person and digital outreach, reflects the Swiss Red Cross's commitment to providing relevant and accessible information as a key step towards supporting the integration of migrants and refugees effectively within the community.

Information and orientation | Good practice 2

Belgian Red Cross Citizenship Workshops and trainings

In Wallonia and Brussels, the Belgian Red Cross implements citizenship workshops as part of the integration process for asylum seekers housed in their 28 collective reception centres. The workshops are mandatory for new arrivals at the centres and run for two hours, facilitated by trained Red Cross staff or volunteers. They serve as a platform for discussing Belgian societal norms and values, aiming to inform asylum seekers about the country's legal norms, including aspects of individual liberties, equality, coexistence, respect, family, and citizenship. These workshops help significantly enhance the understanding of Belgian society among asylum seekers and increase cultural awareness among both asylum seekers and local staff and volunteers. By providing an open and welcoming environment for discussion and mutual learning, the workshops also lay a foundation for refugees to build social connections and integrate more effectively into Belgian society. This initiative aligns with the broader goal of integration as a two-way process, involving both asylum seekers and the host society, and it has shown that open discussions can clarify cultural misconceptions and foster a better understanding between different communities.

Resources
- IFRC Information checklist: What to share with people migrating to a new country? - Community Engagement Hub

💭 Language knowledge

Language skills are intrinsic to migrant integration and wellbeing, with even intermediate knowledge of the local language significantly increasing the likelihood of migrants finding employment and building a social network. Improved language skills will likewise lead to reduced dependency on others and increased personal empowerment allowing migrants to play a more active and productive role within the host community. Increased social interactions will in turn reduce the risk of isolation and lead to greater opportunities for social connections and participation within the host society.

Outcome

Opportunities for language acquisition are provided to migrants, leading to reduced dependency, increased employment opportunities, enhanced civic participation and improved ability to engage with the community to foster understanding and social cohesion.

Indicators

- % of migrants reporting satisfaction with RCRC language support
- % of migrants who increased confidence in language skills after RCRC support
- \# of migrants engaged in RCRC formal and/or informal language support
- \# of migrants supported with RCRC language training for vocational activities
- % of migrants reporting ability to hold simple conversations in a local language

Potential activities

- Provide formal in-person language courses
- Provide language courses online or via an online training platform
- Set up informal language learning activities including language clubs, discussion groups, etc.
- Provide support to childcare for parents to be able to attend language courses and activities
- Liaise with municipalities to obtain space or other resources for the language classes
- Support to overcome structural barriers to learn language, such as access to childcare, transportation costs and examination fees
- Support access to language support for vocational and academic participation
- Provide training and support for language teachers from the migrant community
- Support access to language learning for migrants in vulnerable situations (including people with disability, older migrants, etc.)
- Provide referrals for language courses (such as from other organisations or municipalities) where applicable
- Adapt language knowledge support activities to groups in vulnerable situations, including illiterate people
- Discuss and communicate eligibility criteria for language knowledge support with migrants
- Co-create or strengthen existing feedback collection systems to improve and strengthen language support interventions
- Advocate for the identification and removal of barriers to access to language knowledge opportunities for migrants

Practical tips

- There is no one-size-fits-all language intervention. This can be done through formal language classes, as well as through activities encouraging conversational exchanges (language clubs, etc.)
- Consider whether you have the space to carry out the courses or if you need to partner with other organisations or actors in the local community
- If you decide to engage in language courses, consider whether they will be carried out by volunteer or hired teachers
- If you decide to engage in language courses, consider whether they will be certified or extra-official
- For any language knowledge support activity, limit the number of participants in each group to strengthen learning opportunities
- Given the importance of language skills for integration, it is recommended that access to good quality and consistent language learning activities begin as soon as possible after arrival

Refugees receiving a language course in Harburg German Red Cross branch. © German Red Cross

Language knowledge | Good practice 1

Norwegian Red Cross's Informal Language Training

The Norwegian Red Cross is offering an informal and social meeting point where migrants can join others to practice speaking Norwegian: _Norsktrening_. The main goal of _Norsktrening_ is to increase inclusion in work and society by developing participant's Norwegian proficiency. The participants join to practice their oral Norwegian skills and everyday language, including by reading newspapers, discussing different topics, engaging in role play, and practicing common words and expressions. Each session is led by a volunteer, who uses pictures, games and exercises to help the group practice their language skills. Participants are grouped according to their Norwegian levels, and an online sign-up system is set up to manage registrations. Light meals are served during the sessions, and activities for children are offered while adults are participating in these sessions. These activities complement standard Norwegian language classes and are offered in major cities in the country. This initiative highlights the importance of providing informal settings with practical language activities in supplementing formal education and offers a replicable model for informal language learning interventions.

Language knowledge | Good practice 2

Bulgarian Red Cross, Official Language Provider

The Bulgarian Red Cross, through a long-standing partnership with UNHCR, offers a language learning programme for refugees and asylum seekers. The programme targets refugees and asylum seekers from any country of origin, with most participants currently originating from Ukraine, Syria, Afghanistan, Iraq, Iran and Morocco. It adheres to the European language framework, offering levels A1, A2 and B1, with B2 courses currently under development. The courses are free of charge and participants are carefully selected based on need and vulnerability. Each level comprises 120 learning hours following a curriculum approved by the Ministry of Education of Bulgaria, and the courses are provided by qualified and experienced Bulgarian teachers who are strictly vetted by the Red Cross.

In 2023 alone, the programme enrolled over 1,100 participants from 55 different countries across multiple locations in Bulgaria, with a success rate of between 80 and 90%. The programme concludes with a final test and a certificate of completion is issued to those who pass. In the case of the B1 level, this certificate is recognized when applying for citizenship or permanent residence in Bulgaria, and the Bulgarian Red Cross is the only organization that can issue it, apart from the Bulgarian state. The Red Cross-developed course materials, which include historical and cultural elements as well, are also shared with and used by other NGOs in the spirit of cooperation and with a shared goal of enhancing socio-cultural integration, ensuring wider reach and impact.

Resources

There are no RCRC internal resources published on language knowledge.

Social Connections

Supporting stronger social connections is key for integration and inclusion. It will directly improve opportunities for cultural, social and economic integration through increased community engagement, understanding and awareness within the host community and mitigate the risk of discrimination. Supportive relationships are crucial for mental health and wellbeing and therefore facilitate integration and inclusion. Social connections encompass various aspects, including social bonds within the migrant community, social bridges with individuals from diverse backgrounds in the host community, and social links with institutions.

Outcome
Supportive social bonds, bridges and links are fostered, thereby facilitating the creation of more inclusive societies.

Indicators
- # of social connections activities organized
- # of migrants and host communities participating in social and leisure groups
- % of migrants and host communities reporting satisfaction with RCRC social connections support service provision
- # of social connection activities led by migrants
- # of volunteer/migrant pairs created
- % of migrants self-reporting a feeling of belonging

Potential activities
- Facilitate leisure and cultural activities, including trips, sports, art, and cultural events, to foster social interaction and cultural exchange among communities
- Develop cultural exchange programmes between migrant groups and the host community
- Implement initiatives to encourage and support involvement of migrants in public and civic life
- Set up individualized social connections activities, such as through "buddy" systems
- Launch social cohesion awareness campaigns
- Implement social connections initiatives led by migrants
- Involve diaspora organisations for peer support initiatives
- Facilitate social links with institutions (e.g. neighbours associations)
- Provide financial support for cultural activities and events
- Discuss and communicate eligibility criteria for social connections support with migrants
- Co-create or strengthen existing feedback collection systems to improve and strengthen language support interventions

Practical tips
- Encourage migrants and host communities to meet around common interest such as chess, football, sewing, etc.
- Forge partnerships with local community organizations, government agencies, NGOs, religious institutions, schools, and businesses to leverage resources, expertise, and support for organizing social connection activities. Collaborating with stakeholders enhances the reach and impact of initiatives
- Provide cultural sensitivity and diversity training for organizers, volunteers, and participants to foster understanding, respect, and empathy towards different cultures, backgrounds, and perspectives
- Ensure that social connection activities are accessible and inclusive for individuals of all abilities, languages, ages, genders, and socio-economic backgrounds by considering factors such as transportation, venue accessibility, language interpretation, childcare, and financial barriers
- Collect feedback from participants through surveys, focus groups, or informal discussions to continuously improve and refine social connection activities

Mohammed, who is passionate about coffee, drinks freshly brewed coffee outside a shop in Istanbul, Türkiye. © Nicole Tung

Social connections | Good practice 1

Danish Red Cross's "Buddy Programme"

Launched in January 2016, the joint Danish Red Cross and Danish Refugee Council "buddy programme" pairs newly arrived refugees with a residence permit with volunteer friends and families who provide practical guidance, cultural and linguistic interpretation, and facilitate refugees' entry into local networks. The project's overall objective is to promote individual integration and social cohesion at the local level, with both the refugees and host societies gaining greatly from the relationship.

Over 10,000 people had benefited from this programme by 2022, which has been implemented in over 80 municipalities. The programme has improved refugees' Danish language skills, increased their well-being and security, and enhanced their understanding of Danish culture and systems. It has also strengthened connections to the labour market and education. In turn, the local volunteers and the broader host community have also benefited significantly, including through strengthened social cohesion, expanded personal networks and increased community understanding and cooperation, which all contribute to enriching the social fabric of the community.

Social connections | Good practice 2

Latvian Red Cross's Community Connections Approach

The Latvian Red Cross, with funding from the European Social Foundation and the Latvian state, implemented a comprehensive integration support project between 2019 and 2022. With a focus on socio-economic and socio-cultural integration initiatives, the project included several activities to foster social connections among refugees, asylum seekers, and the host community. This involved organizing diverse sporting, recreational and cultural events such as friendly football matches, moving outings and other recreational activities for adults and children.

By nurturing a welcoming environment where refugees and asylum seekers could forge meaningful relationships and immerse themselves in the host community's culture, the Latvian Red Cross contributed to reducing feelings of isolation and promoting a sense of belonging among the displaced, ultimately enhancing community cohesion.

Resources
- Socialising, Language Practice and Practical Support - connect with a volunteer buddy/friendship family (rodekors.dk)
- FOCUS Living Well Together Resource
- FOCUS Implementation Guide to Dynamic Integration

WELL-BEING AND PROTECTION

The well-being of migrants refers to their overall state of physical, mental, and social health and satisfaction with their lives as they navigate the challenges and opportunities associated with integration and inclusion. It encompasses various dimensions of their lives, including their physical health, mental health and protection.

Health

Access to health services, and the responsiveness of such services to the specific needs of migrants, support effective integration. Good health enables greater social participation and engagement in social, employment and education activities. Moreover, perception of their own health status is key for migrants' integration.

Outcome

Access to appropriate and affordable healthcare for migrants and refugees is facilitated, empowering them to make informed health decisions, reducing health disparities, and improving their overall wellbeing, selfcare capacity, skills and knowledge, particularly for migrants in vulnerable situations.

Indicators

- % of individuals who understand how to access health services
- # of referrals to healthcare services or other stakeholders providing health services
- # of migrants receiving accompaniment, interpretation, or translation services during medical appointments
- % of migrants reporting satisfaction with RCRC healthcare support
- # of migrants trained in selfcare skills and knowledge

Potential activities

- Providing information in an accessible form regarding the health system in the country and health services entitlements
- Assisting with signposting/accessing referral pathways to enable access to appropriate healthcare
- Supporting in accessing eligible benefits which will improve access to services that support health and wellbeing
- Ensuring access to maternal health promotion, antenatal/postnatal support initiatives
- Raise awareness about migrants' rights and entitlement among staff in the health system
- Provide information and support to access disability services
- Provide appropriate accompaniment, interpreting/translation and cultural mediation to facilitate access to health care services
- Community-based care: promote migrants' selfcare skills and knowledge
- Provide cash and voucher assistance for health expenses (including pharmacy vouchers) that are not covered through other means (public or work-sponsored health coverage)

Practical tips

- Share information about existing state healthcare services with both target communities and local healthcare representatives. Local healthcare representatives may lack awareness of available state services, which could hinder effective information sharing and referral processes.
- In addition to complying with general data protection regulations, ensure the protection of medical data. This involves safeguarding sensitive medical information to uphold individuals' privacy and confidentiality.
- Consider providing training sessions for migrants through programs offered by the National Society, such as First Aid, Active Ageing, and Community-Based Home Care.

Hungarian Red Cross H-HERO (Health Care in Emergency Response Operation) health mobile team providing primary health care in Greece. © Hungarian Red Cross

Health | Good practice 1

Bridging a Critical Gap: Enhancing Access to Health for Displaced People Living with Chronic NCDs in Slovakia

The Slovak Red Cross's Cash for Health programme, with support from IFRC's Ukraine and Impacted Countries Emergency Appeal, successfully covered a critical gap for displaced Ukrainians and third-country nationals living with chronic non-communicable diseases (NCDs) who did not yet have access to public or work-sponsored health insurance in Slovakia. A needs assessment identified hypertension, cardiovascular diseases, and other chronic conditions as prevalent among the displaced, with language barriers and financial constraints being significant obstacles to accessing healthcare. The programme, which ran from August 2023 to January 2024, provided vital financial assistance for 1,165 individuals, covering costs like medical consultations, treatments, medication, and transport. The Slovak Red Cross also ran a parallel initiative targeting a similar demographic by loaning or reimbursing medical equipment such as glocumeters, blood pressure monitors or crutches, further supporting those in vulnerable situations.

When the Slovak Government extended health insurance coverage to all adults displaced by the conflict in Ukraine in September 2023, the Cash for Health programme's two-fold exit strategy ensured a smooth transition for service users into the public healthcare system. On the one hand, financial aid was extended for three additional months for those in particularly vulnerable situations. Simultaneously, Slovak Red Cross ensured programme participants were aware of this change in legislation and the health services they were now entitled to through multi-channel information dissemination.

Health | Good practice 2

Hellenic Red Cross's Accompanied Referrals Programme

The Accompanied Referrals Programme (ACCREF) launched by Hellenic Red Cross in 2017 makes experienced and trained interpreters/cultural mediators who specialize in medical terminology available to accompany and facilitate the access of refugees and asylum seekers to public health services. They accompany migrants to medical appointments, assist them in health procedures, and guide them through the Greek health system structure. The service operates Monday to Friday, 07:30 - 15:30, offering interpretation in various languages, including Arabic, Farsi/Dari, Kurmanji, English, French, Lingala, Urdu, Ukrainian, Russian, Czech and Slovak. The service is available in both primary and secondary healthcare units in Athens. Additionally, both interpreters and medical professionals are trained on how to manage diversity effectively, demonstrating a comprehensive approach to addressing communication barriers in healthcare.

Resources
- IFRC eLearning: Things you should know about health and migration
- IFRC Practical guidance for Red Cross and Red Crescent on health and care for migrants
- IFRC Care in Communities Guidelines

Mental Health

Access to mental health and psychosocial support services is fundamental to the overall well-being and successful integration of migrants. Adequate support enables individuals to cope with the challenges of migration, contribute to their host communities, and engage in social, educational, and employment activities. Additionally, the perception of one's mental health status is essential for effective integration. Crucially, mental health care for staff and volunteers is also key for the sustainable implementation of programming and a responsibility of every National Society.

Outcome
Mental well-being of migrants is enhanced, aiming to improve their overall well-being, reduce stigma, and facilitate successful integration into host communities.

Indicators
- # of needs assessments conducted including MHPSS components
- # of volunteers, staff, and service providers who successfully complete PFA training
- # of migrants referred to mental health and psychosocial support services
- # of migrants within the community who actively participate in the community based MHPSS (CBMHPSS) activities
- % of individuals reporting satisfaction with RCRC MHPSS service provision
- % of staff and volunteers reporting satisfaction with caring for staff and volunteers' activities

Potential activities
- Conduct regular MHPSS needs assessments or integrate MHPSS into existing assessments to identify migrants' evolving mental health and psychosocial needs and adjust support services accordingly
- Provide comprehensive trainings in Psychological First Aid (PFA) to all frontline volunteers, staff, and service providers engaged in supporting migrants in integration and inclusion activities
- Incorporate MHPSS into any integration and inclusion activity (support groups, language classes, art and creative activities, helpline, etc.)
- Facilitate access to MHPSS services: Assist migrants in accessing appropriate mental health and psychosocial support services through referral pathways
- Provide information in an accessible format about available MHPSS services and entitlements,
- Support the mental well-being and resilience of staff and volunteers involved in providing MHPSS services
- Discuss and communicate eligibility criteria for MHPSS with migrants
- Co-create or strengthen existing feedback collection systems to improve and strengthen MHPSS interventions
- Advocate for the identification and removal of barriers to access MHPSS for migrants

Practical tips
- Consider the MHPSS landscape in-country by carrying out service mapping and stakeholder analysis: who is doing what, where and when?
- Mainstream PFA and CBMHPSS in all integration and inclusion-related activities
- Ensure to have in place appropriate and safe referrals for severe mental health disorders, or further MHPSS support.
- Make interventions culturally relevant and ensure adequate interpretation
- Monitor and ensure the well-being of staff and volunteers who are providing assistance to migrants and displaced people
- Ensure that a comprehensive approach to individual needs is provided.

Moldova Red Cross volunteers providing mental health and psychosocial support to displaced children from Ukraine in Anenii Noi, helping them coping with stress and feel calmer. © Dumitru Doru/EPA for IFRC

Mental Health | Good practice 1

The Red Cross Society of Bosnia and Herzegovina's Evolution of Psychosocial Support for Displaced Communities and Caring for Staff and Volunteers

In 2019, the Red Cross Society of Bosnia and Herzegovina recognized an urgent need for MHPSS due to the humanitarian crisis affecting migrants along the Balkan route. These individuals, facing extended stays in Bosnia and Herzegovina after the EU closed its borders with Croatia, were experiencing harrowing conditions in makeshift camps. In response, the Red Cross equipped its mobile humanitarian teams with PFA capacities, and later, one psychologist and one psychiatrist were engaged as part of these teams. Once formal camps were established by the government in 2020, the Red Cross became the sole provider of MHPSS services in these settings, providing 65,542 PFA services between 2019 and 2021, reaching 347,000 people. Caring for Staff and Volunteers initiatives were also launched in 2021, initially focusing on mobile teams workshops covering topics like needs assessment, self-care, peer support, and supervision. Support group meetings and one-to-one sessions with psychotherapists were also part of this programme, which reached 60 participants between 2021 and 2022. Besides continuing with workshops for mobile team responders and other staff, in 2023 the initiative was extended to youth volunteers and home care givers as well. This initiative expanded its scope to external partners as well, such as the Civil Protection personnel that was deployed in response to the Turkiye earthquake of February 2023. These examples showcase an impressive evolution for the National Society from the identification of needs to its positioning as the sole MHPSS provider for displaced persons hosted in reception centres and its commitment to the well-being of both its internal teams and wider community partners.

Mental Health | Good practice 2

Continuity of Care in Crisis: The Romanian Red Cross's Integrated Approach to MHPSS for Ukrainian Refugees

In Romania, the Red Cross has developed a comprehensive MHPSS programme to ensure continuity of care for displaced people from Ukraine. This initiative extends from immediate PFA at entry points to community-based support in six Health Promotion Centers, with specialized training for staff. At these points, which are located in towns with the highest populations of displaced Ukrainians, individuals have access to primary health care, focused psychological support, and the expertise of social workers, psychologists, and cultural facilitators. Services extend from case analysis and needs assessment to individual and group psychosocial support sessions for both adults and children. PFA and community-based psychosocial support are also part of the services offered by Romanian Red Cross's Health Caravans, Humanitarian Service Points, Multicultural Centers and branches. The Romanian Red Cross also places special emphasis on supporting conflict-affected teenagers. Recognizing the unique challenges faced by this age group, the programme includes MHPSS activities tailored to their needs including educational hubs, city tours in Bucharest where local and Ukrainian youths are paired and recreational activities like weekend getaways and summer camps. Additionally, weekly group sessions led by psychologists address emotional and mental health issues, fostering a supportive environment for these young individuals to express themselves and integrate in their new community.

Resources
- Danish Red Cross/IFRC PS Centre – Guidelines on MHPSS in Migration and Displacement
- IFRC PS Centre – MHPSS & Migration resources
- IFRC PS Centre - Supportive Voices: Guide to establish and operate MHPSS Helplines
- IFRC PS Centre - Guidelines for Caring for Staff and Volunteers in Crises

Protection

Protection in the International Red Cross and Red Crescent Movement aims to protect those at risk, and those affected by violations of relevant bodies of law in contexts such as disasters, conflicts, crises and other emergencies, as well as other situations of violence, persistent poverty, deprivation or inequality. Following the Movement Protection Framework, RCRC National Societies achieve this goal through (1) protection mainstreaming, (2) specialized protection activities and (3) influencing norms, standards and laws to improve protection.

The IFRC Protection, Gender and Inclusion (PGI) approach is working to address the causes, risks and consequences of violence, discrimination and exclusion in a holistic way. Gender and diversity is about addressing discrimination and understanding people's different needs, risks and capacities. Inclusion means actively addressing exclusion by meaningfully involving and engaging excluded people in our work. Whether a migrant or a host community member, a person's sex, gender identity, age, physical ability, race, nationality and many other factors can influence how they are vulnerable to, and affected by displacement and life challenges. The migration journey can also make existing inequalities worse, as can be seen, for example, in the increase in incidences related to protection.

Outcome
Specific vulnerabilities and challenges faced by migrants are addressed, and their safety, dignity and equal access to opportunities and resources are ensured.

Potential activities
- Put in place systems to ensure respect of the "do no harm" principle
- Ensure all RCRC frontline staff and volunteers are trained in PGI/Safeguarding
- Adopt and ensure adherence to IFRC minimum standards for PGI in Emergencies in the delivery of all integration and inclusion activities
- Set up PGI/Safeguarding protocols, including the establishment of reporting mechanisms
- Provide safe referrals to specialized protection services, including to migrant survivors of Sex- and Gender-Based Violence (SGBV) or trafficking
- Provide information to migrants on available Restoring Family Links services
- Provide follow-up and support to families before, during and after family reunification
- Offer information about services provided to families of missing and separated migrants
- Support migrants to overcome barriers faced by persons of all gender identities, ages and disabilities in accessing health services and facilities
- Provide safe spaces for women and girls to safely meet, access information and share experiences
- Conduct awareness campaigns to prevent and respond to SGBV in migrant and host communities
- Support newly arrived migrants with the information and support required to access appropriate sexual and reproductive health services
- Implement specialized programming for people with specific vulnerabilities, such as older people, people with disabilities, Roma community, LGBTQI+ members, etc.

- Engage in protection dialogue on individual and/or systemic issues with relevant authorities
- Discuss and communicate eligibility criteria for protection support with migrants
- Co-create or strengthen existing feedback collection systems to improve and strengthen protection interventions

Indicators
- # of referrals to specialized protection support (SGBV, Child protection or other)
- # of children/women/other accessing safe spaces/Child Friendly Spaces
- # of RCRC staff and volunteers trained in PGI/Safeguarding
- % of migrants reporting satisfaction when accessing protection services
- % migrants reporting feeling protected during/after RCRC support

Practical tips

- Having dedicated staff to look at PGI-related issues is key, as well as ensuring training of all frontline staff and volunteers

- PGI considerations need to be mainstreamed in every integration and inclusion intervention, designing activities to consider issues around Dignity, Access, Participation and Safety (DAPS)

- Strengthening partnerships with key stakeholders, including authorities, who are experts in PGI-related issues is key, in particular with organisations that are for and led by excluded and marginalized groups

Protection | Good practice 1

The FAST Project - A Multi-faceted Approach to Supporting Trafficking Survivors

Human trafficking, the third largest crime industry globally, has seen an increased vulnerability of its survivors due to the COVID-19 pandemic, which has shifted recruiting and exploitation to online platforms. In response, a collaboration between various organizations, including the Italian Red Cross, the Netherlands Red Cross, the British Red Cross, the Italian National Centre for Salesian Works (CNOS FAP), the International Rescue Committee, and the Greek Council for Refugees, implemented the FAST project (Foster Action and Support to Trafficked Persons) between 2020 and 2022. Funded by the EU's Asylum, Migration and Integration Fund (AMIF), FAST supported trafficking survivors from identification to integration. FAST operated with two main components: a victim-centered approach with three sub-components, and a practitioners approach. The victim-centered approach included strengthening identification capacities among new arrivals and long-term migrants, providing legal support and referrals to specialized services, and supporting survivors through training in soft skills for social integration. The practitioners approach focused on training around 500 professionals in pre-identifying potential survivors, referring them to specialized services, and providing psychosocial and legal support. The project successfully enhanced support for trafficking survivors and potential victims. With its emphasis on both victim support and practitioner training, FAST's project model offers a comprehensive framework that can be adapted to different national contexts.

Protection | Good practice 2

Harmonizing Efforts Against SGBV: Spain's Protocol for Prevention and Response to Violence Against Women

The Spanish Red Cross, along with governmental bodies, NGOs, and other humanitarian aid organizations, implements the Protocol for Prevention and Response to Violence Against Women in their work to address Sex- and Gender-Based Violence (SGBV) among beneficiaries of international protection and asylum seekers in Spain. The Protocol, developed by Spain's Ministry of Inclusion, Social Security and Migration, in collaboration with UNHCR, provides an umbrella under which to harmonize the concerted efforts of diverse stakeholders to systematically address and mitigate SGBV. It provides practitioners with definitions and practical tools to facilitate the identification, risk assessment, and tailored intervention in cases of violence against women and children. The integration of specialized tools, such as suspicion indicators for early detection and risk maps for assessing potential future violence, enables professionals to design and execute effective prevention and response strategies. Before engaging with potential victims, the Spanish Red Cross launches an internal coordination process with its Asylum and Women at Risk departments along with a comprehensive mapping of available resources. This preparatory phase includes defining referral processes at the provincial level and organizing targeted training sessions on gender violence for both staff and volunteers. Complementary actions for individuals enrolled in their Asylum programme are also implemented, such as workshops on gender violence, conciliation, and parenthood, with an emphasis on engaging men through discussions on co-responsibility, equitable roles, and non-violent cohabitation.

Resources

- IFRC Minimum standards for Protection, Gender and Inclusion
- IFRC Protection, Gender and Inclusion Policy
- IFRC Child Safeguarding Policy
- British Red Cross Trafficking Response Hub Resources
- Materials – Safe Women in Migration (Swim) Project

ACCOUNTABILITY AND MEANINGFUL PARTICIPATION

Societies are enriched by the expertise, experiences, and voices of migrants, other displaced people and local communities. Community Engagement and Accountability (CEA) is a commitment to put the needs and interests of vulnerable and crisis-affected people at the heart of humanitarian decision-making, by ensuring their meaningful inclusion at every stage of our work. Operationalisation of this commitment is by including people with lived experience and our own service users in decision making throughout our work - in assessments, design, implementation and monitoring, and evaluation of activities and programmes. This also includes providing accessible systems for people to share feedback, including complaints, about our work and how it is delivered.

Key characteristics of CEA

Community Engagement and Accountability recognises communities as equal partners, valuing their diverse needs, priorities, preferences and capacities in shaping effective responses. Meaningful participation in migration work involves migrants as active contributors to policies and programmes that impact their lives directly. In policymaking and programming, success is contingent upon the direct participation of migrants, which enhances transparency, decision-making efficiency, and programme relevance.

Participation
Community Engagement and Accountability emphasises the active participation of community members, including marginalised groups, in identifying needs, setting priorities, and contributing to solutions.

Transparency
It involves transparent communication of information, ensuring that communities have access to relevant data and decisions, and understand how the decisions are reached.

Feedback Mechanisms
Establishing feedback loops where communities can provide input, express concerns, and provide feedback on programs and policies, and where that feedback is acted upon.

Accountability
CEA holds both authorities and organisations accountable to the communities they serve, ensuring that decisions and actions are aligned with community needs and expectations.

Ownership
Empowering migrants and host communities to take ownership of projects and initiatives that support sustainability and long-term impact.

Outcome

Migrants and host communities are actively engaged and participate in meaningful decision-making processes and programme delivery, ensuring our activities are responsive to preferences and needs of migrants and host communities.

Potential activities

- Set up participatory sessions with migrants to support integration and inclusion programming planning, implementation and monitoring and evaluation
- Recruit people with lived experience as volunteers, staff members or leadership, according to their aspirations and capacities
- Provide volunteering opportunities within RCRC services
- Conduct activities such as surveys or focus group discussions to understand perceptions of migrants and host communities related to integration and inclusion
- Continuously assess information needs and preferred channels
- Establish a strong and sustainable feedback mechanism based on preferred channels and take action based on feedback
- Conduct regular perception surveys to monitor attitudes towards the National Society, about the response, trust in humanitarian organisations and priority needs
- Track rumours and public opinion, especially on negative stereotypes and rhetoric aimed at migrants
- Set up a system to report and monitor sensitive complaints

Indicators

- # of migrants who have been proactively provided with volunteering opportunities within RCRC services
- % of migrants and host community members who are aware of existing feedback systems and know how to access them
- % of migrants and host community members who feel safe and confident in sharing feedback, including sensitive feedback
- # of consultations held with migrant communities and host communities to support planning, implementation, and monitoring of integration and inclusion programmes
- % of migrants and host community members who trust RCRC information and services
- # of National Society staff and volunteers trained in CEA within the migration context
- % of migrants and host community members who believe their opinions are considered
- # of behavioural change projects/ activities specifically targeting migrants and host communities

Practical Tips

- Migration contexts are constantly changing, and National Societies need to adapt quickly. Monitor and consult constantly, for example through rapid focus group discussions (FGD), to ensure you are on top of the latest developments, including how people want to receive information and communicate with you.

- Feedback and complaints mechanisms aren't finished when you have put them in place: they need to be monitored, followed up on, and continually refreshed. And it is not just about resolving individual cases: information management and analysis are crucial to identifying broader trends and ensuring that information is effectively responded to at the programme level.

- Consult people about their preferred way to communicate with you to inform programming and to make complaints, including sensitive complaints. Even if most people are comfortable using mobile phones and messaging apps, this will not be true for everybody: ensure that alternative channels are available for those that need them.

After fleeing Libya to Italy in 2008, Nabi Ousmane became a cultural mediator with the Italian Red Cross. © Italian Red Cross

CEA | Good practice 1

AVAIL Project – VOICES Network

Standing for 'Amplifying the Voices of Asylum seekers and refugees for Integration and Life skills', the AVAIL project ran in the UK, Ireland, Latvia and Italy from 2018 to 2020. One of the project's components, called the VOICES Network, amplified the perspectives of the people who used RCRC services, putting refugees, asylum seekers and displaced people at the heart of refugee integration in new communities and countries. Crucially, the programme did not just provide a platform for expression; through specialized media and advocacy training, participants were prepared to engage confidently and constructively in their advocacy roles.

Participants notably made their voices heard in the UK, Scottish, and Welsh Parliaments, directly interacting with policymakers to influence change and elevate the discourse around refugee and asylum seeker policies. Politicians reported the impact of enabling participants with lived experience to contribute, bringing credibility and insight to the issues. Additionally, participants also communicated their stories and perspectives at various events and media interactions, effectively shaping public perception and awareness.

Lora (VOICES Ambassador): *'Before I was screaming and nobody could hear me, now I whisper and people listen'*

CEA | Good practice 2

AVAIL Project – Co-design

Amplifying the Voices of Asylum seekers and refugees for Integration and Life skills, the AVAIL project, ran in the UK, Ireland, Latvia and Italy from 2018 to 2020. Built on the principles of participation and co-production, the programme aimed to create routes in which people with lived experience could have an impact at different levels – services, strategy and policy, and broader society. Two co-design and co-delivery initiatives took place in Wales and Scotland, with the co-production of a Like Skills course and a UK Asylum Process course, respectively. Refugees and asylum seekers' participation in the design of these two British Red Cross courses ensured they were relevant and practical, helping better meet the actual needs faced by their peers.

In the co-design workshop for the UK Asylum Process course, participants used fictional characters and journey mapping to explore and understand different asylum experiences according to age, gender, disability, etc. Critical insights were identified as a result of this interactive approach: language stood out as a significant barrier, and a decision was made to produce a glossary of translated terms typically used throughout the asylum process; social isolation was also found to be pervasive, prompting the suggestion for a resource pack with community activities and contacts; and gender-specific issues were highlighted, proposing female-only spaces to address concerns like SGBV in a safe environment.

In Wales, the AVAIL project's Peer Educator model empowered people with lived experience of the asylum process to co-design and co-deliver a Life Skills course. As Programme Designers, participants shaped the course's content and delivery methods through workshops, utilizing creative methods like journey mapping, personas, and photo diaries. Some excellent resources were produced by the Peer Educators as a result, such as a simplified housing contract to be used in the course. The process also empowered the refugee contributors, enhancing their skills and confidence, and providing them with a sense of ownership and contribution to their new communities.

CEA | Good practice 3

The Hungarian Red Cross's Digital Engagement Hub for Effective Two-Way Communication in Humanitarian Response

The Digital Engagement Hub (DEH) by the Hungarian Red Cross, implemented with support from Netherlands Red Cross and IFRC, is an innovative model for deploying effective two-way communication in humanitarian contexts. A key service provided by Hungarian Red Cross for people displaced by the international armed conflict between Russia and Ukraine, the DEH platform provides a solution for digital and multi-channel communication. It allows individuals to interact in real time with helpdesk operators, ensuring their inquiries, feedback and essential information needs are met promptly. The helpdesk is staffed by individuals who themselves fled Ukraine, offering empathetic and culturally sensitive support. In its initial months, the DEH effectively managed over 2,300 cases, successfully connecting displaced people from Ukraine with necessary aid and essential information. This support enables displaced people from Ukraine accessing essential services in Hungary, knowing where to find support, and expressing their needs, challenges and requests.

The DEH system not only facilitates immediate communication but also allows for feedback analysis, transforming feedback into actionable insights, thus enabling informed decision-making and resource allocation. This initiative underscores the Red Cross's commitment to engaging in meaningful, two-way communication with its service users, ensuring their needs are promptly addressed, and reflecting their input in evolving service delivery.

Resources

- IFRC Community Engagement and Accountability Toolkit
  - Tool 7: M&E tool
  - Tool 16: FGD Guide
  - Tool 18: Participatory approaches to selection criteria
- IFRC Feedback Toolkit

Enablers

When selecting, planning and implementing interventions, there are a number of enabling areas that should be considered to ensure best practice in the delivery of integration and inclusion services to migrants. These include:

- Individual Case Management
- National Society Development-Resource Mobilisation
- Collaboration/Coordination/Cooperation
- Humanitarian Diplomacy

These enablers are cross cutting and should be considered as an essential element of integration and inclusion activities implementation.

📑 Case Management

Migrant integration and inclusion is a multifaceted process that includes social, economic, cultural, and psychological dimensions. Case management ensures that a migrant's unique needs are addressed, and they receive appropriate assistance based on their specific vulnerabilities, intentions, and aspirations to become self-sufficient and engaged members of their new communities.

Key Characteristics of Case Management include:

Needs Assessment: Case management should include a thorough assessment to understand the individual needs, strengths, and challenges faced by each individual. This assessment should cover aspects such as competences, language skills, education, employment history, medical and mental health needs, family situation, and cultural background.

Individualized Planning: Based on the assessment, case managers work with migrants to develop individualised integration and inclusion plans. These plans should outline the steps needed to achieve self-sufficiency and meet agreed integration goals covering the different needs of the person. Some of those goals will be achieved through the support of activities provided by RCRC but in other cases referrals to other specialist organisations will be crucial.

Family Plans versus Individual Plans: In some cases, migrants will need support with goals that affect the entire family, however it is important that individual plans are also in place to avoid losing sight of important individual needs. For example, women are often in charge of other family members' care, but they also have needs that can be overseen if our approach is not individualised.

Monitoring and Evaluation: Based on the individualised plan, follow up on the goals and achievements should be part of the integration and inclusion support journey. Case workers should coordinate their work with other staff and volunteers involved in that person's support.

Maintain Confidentiality: Ensure that migrants' files are stored securely and accessed only by authorized personnel. Implement password protection, encryption, and access controls to safeguard sensitive information.

Data Retention Policy: Develop a policy for how long you will retain files after a project or case is completed. Consider legal and regulatory requirements when determining retention periods.

Case management | Good practice 1

The Lithuanian Red Cross's Holistic Case Management Model for Refugees and Asylum Seekers

The Lithuanian Red Cross has developed a comprehensive case management programme which currently assists 300 service users across the country's three largest municipalities. Funded by Lithuania's Ministry of Social Security and Labour, this initiative adopts a multi-faceted approach, offering support for a minimum of one year and up to three years for those experiencing severe vulnerabilities[3].

The programme begins with an initial interview to assess the needs and risks of each service user. A personalized plan is then crafted with the direct involvement of the service users, ensuring a participatory approach. These six-month plans involve various stakeholders, including the Red Cross case managers, but also a wide range of state actors, such as teachers, primary doctors, or social security officials, among others. The plans, coordinated by case managers, are monitored semi-annually to assess the achievement of set goals. The Salesforce platform is utilized for case management, which also allows for the analysis of trends and types of support requested.

These plans are adaptable and are revised as needed, as seen in the case of a service user diagnosed with cancer,

---

[3] A similar but shorter programme (spanning from three months up to one year) currently covers 800 service users displaced by the armed conflict in Ukraine across the largest six municipalities in Lithuania.

where that plan's focus shifted to accompanying them through diagnosis and treatment. While most cases are closed after 12 months, some continue for up to three years. In this additional period, service users are encouraged to take on increasingly greater agency, with case managers shifting to a mentoring role. Upon case closure, a checklist ensures service users have the necessary information and resources to operate independently in their daily lives.

Volunteering plays a vital role, with Lithuanian Red Cross volunteers matched with service users based on needs, interests, and cultural sensitivities. These volunteers, some of whom share backgrounds with the participants, perform various roles, including language tutoring, homework help, and social support for individuals with more severe vulnerabilities. The programme also includes cultural orientation courses offered in Arabic, English, Persian, Russian and Spanish. Topics include immigration status; cultural adjustment; personal finance and housing; laws, safety and health; and education and employment. Oral components are prioritized in these courses due to high illiteracy levels among participants, and they also include outdoor activities like museum visits.
Additionally, Lithuanian Red Cross carries out regular consultations with participants to adjust programming based on their feedback. For instance, Afghan women clubs were established to provide a gathering space for female Afghan participants as a result of these consultations, illustrating the programme's responsiveness to specific community needs.

The Lithuanian Red Cross's case management model exemplifies a holistic and adaptive approach to supporting refugees and asylum seekers. Through personalized plans, participatory methods, and regular monitoring and consultations, the programme effectively addresses individual needs and vulnerabilities.

Case management | Good practice 2

An Intersectional and Competency-Based Approach: The Spanish Red Cross's Multi-Disciplinary Case Management Model

The Spanish Red Cross's case management approach as part of its International Protection programme provides a comprehensive and extensive support system for refugees and asylum seekers, emphasizing intersectionality and a competency-based model. This approach is tailored to meet the diverse needs of individuals based on gender, age, and other intersecting factors, ensuring a sensitive and effective response. To do so, a multi-disciplinary team works on each case, from needs assessment to implementation, monitoring and evaluation. The programme structures its services around five critical axes: personalized coverage of basic needs, competencies and skills enhancement for personal autonomy, the creation of networks to foster equal civic participation, legal assistance in the international protection application process, and well-being and emotional support.

One distinctive aspect is the programme's competency-based approach, emphasizing the strengthening of basic and transversal competencies like communication, logical reasoning, openness to change, confidence, emotional management, and technology proficiency. These competencies are vital for empowering participants, enhancing their adaptability, problem-solving abilities, relationship-building, and tolerance for frustration.

Finally, the programme's exit strategy provides crucial support for participants leaving the case management system, focusing on minimizing the impact of departure, especially for those receiving unfavourable protection decisions. The strategy includes personalized intervention plans providing realistic information about obtaining protection in Spain and guidance on external support resources. It also involves coordination with other Red Cross programmes and social services, legal assistance for appeals, information on voluntary return programmes, crisis psychosocial support, and emergency housing and financial aid based on budget availability. Special attention is given to individuals in particularly vulnerable situations, ensuring a robust safety net during their transition out of the programme.

With a duration of between 18 and 24 months for the most critical cases, the programme serves on average 30,000 users per year, which surged to almost 80,000 in 2022 after the escalation of the international armed conflict between Russia and Ukraine. This comprehensive and far-reaching programme is financed by Spain's Ministry of Labour and Social Economy and by the EU's Asylum, Migration and Integration Fund (AMIF).

National Society Development & Resource Mobilisation

National Society Development (NSD) is the continuous effort of each National Society to achieve and maintain an accountable and sustainable organization that delivers, through volunteers and staff, relevant services to address needs, reduce vulnerabilities and build resilience in a changing environment.

The scale, quality and effectiveness of our local action is dependent on the ability of National Societies and their branch networks to be fit for purpose, develop their capacities, and adapt to changing environments. This continuous development and transformation are the essence of our National Society Development (NSD) work.

Strong, independent, self-sustained, well-functioning and trusted National Red Cross and Red Crescent Societies are key to providing integration and inclusion support. Resource mobilization seeks to help all areas of a National Society's work to raise the funds they need to fulfil their responsibilities under their individual mandates and the mission of the Movement as a whole.

Organizational Development

Organizational development (OD) is vital for the National Societies' Migration Programme. OD involves the planned process of improving an organization's effectiveness and performance through interventions aimed at enhancing its structures, processes, and culture. In this integration approach, it focuses on enhancing organizational effectiveness and efficiency to address migration challenges. This involves appropriate focus areas to be included in NS's strategies for resource management, improving communication, and fostering collaboration. By implementing OD initiatives, National Societies can efficiently and effectively provide humanitarian aid, coordinate relief efforts, and support affected communities amidst the complexities of migration. This adaptability ensures sustained impact in the integration of migration programme.

Key considerations:
- Support with vision/strategy articulation as it relates to the National Society's work with migrants and refugees
- Reflection of migration programming in the National Society's structure (whether it is a focal point or unit) and definition of responsibilities amongst staff, linking with organizational culture.
- Translation of this Framework at national level (Integration and Inclusion plan, M&D strategy/ action plan, and integration into the wider National Society strategic plan)
- Accountability and transparency: Accountability and transparency are crucial for any National Society programme because they ensure that resources are used effectively, stakeholders are held responsible for their actions, and trust is maintained with the communities they serve.
- Capacity building: This may include equipping National Societies with knowledge, skills, appropriate tools and guidelines based on the country context and cultural sensitivity through trainings and workshops.
- Leadership: Leadership is critical for guiding migration programmes and inspiring teams to achieve their objectives. OD interventions can focus on developing leadership skills among key personnel within National Societies, empowering them to effectively navigate challenges, inspire others, and drive positive change in their organizations and communities.
- Collaboration and Coordination: Effective collaboration among different stakeholders is essential for the success of migration programming. IFRC can offer support with positioning with national authorities and other stakeholders such as non-government organizations and other relevant actors involved in providing assistance to migrants and refugees.

Volunteer Management

Volunteerism is often deeply rooted in cultural motivations, often accompanied by a positive attitude towards volunteers and volunteering. The vision of the IFRC Governing Board for volunteering adopted in May 2021 is to have a global network that nurtures voluntary action to deliver dynamic, flexible, and value-based humanitarian services and to serve people and communities in need, locally, globally, and across generations, in line with our Fundamental Principles. Volunteering is a critical enabler towards the realization of integration initiatives for refugees and migrants, and our Movement's approach is multi-pronged in their engagement as users of the National Society services as well as providers of the same services to others as volunteers.

Key considerations:
- Establishment of robust systems and procedures for volunteer management and retention to support Integration and Inclusion activities.
- Implementation of internal mechanisms to facilitate the engagement of migrants as volunteers.
- Provision of training support to enhance volunteers' engagement in integration and inclusion efforts.
- Ensuring access to safe training and environments for all volunteers.
- Prioritizing the well-being of both staff and volunteers while upholding safeguarding principles.
- Promoting a comprehensive understanding of our Fundamental Principles and Code of Conduct among volunteers.
- Development and implementation of a volunteering policy to guide volunteer engagement and management.

Branch development

Branches are the pillars of every National Society, and the service arms of the RCRC in thousands of communities around the world. As we have seen, local and community-level activities are crucial to integration and inclusion efforts. Our branches and volunteers therefore play a key role in the implementation of integration interventions. Local branches are also often the first points of contact migrants have with the RCRC. Serving both the host communities and the newly arrived, branches enjoy a privileged position to foster inclusion and cohesion through their programming.

Key considerations:
- Capacity analysis to identify what are the current capacities in branches and what additional capacities are needed to ensure implementation of integration and inclusion activities
- Recognizing that integration and inclusion happen at local level, branch development and empowerment is crucial for the success of implementation initiatives
- Branch-driven programmes, based on local needs and contexts, should be promoted
- Using/adjusting the branch space is a good way to create a welcoming and accessible hub for migrants, facilitating engagement and access to support services
- Building the capacity of branches to engage effectively with authorities and stakeholders is essential to enable coordinated efforts and maximize impact in integration and inclusion initiatives
- Providing training and resources to address the specific protection and well-being needs of migrants ensures that branches can deliver holistic support that safeguards the rights and dignity of individuals
- Establishing robust coordination mechanisms between branches and headquarters, including monitoring and reporting frameworks, is fundamental for effective program management
- Providing comprehensive training support to branches equips staff and volunteers with the necessary skills and knowledge to deliver high-quality integration and inclusion services

Resource Mobilization

Securing funding for migration-related activities, particularly in the long term, presents significant challenges, making effective resource mobilization vital to support integration and inclusion initiatives.

Key considerations:
- Assessing the availability and prioritization of resources for integration and inclusion activities within the National Society's funding framework.
- Developing a resource mobilization strategy specifically for integration and inclusion efforts. This should be done while ensuring that fundraising efforts and budget planning align with the identified needs for integration and inclusion, incorporating these priorities into the overall budget of the National Society.
- Reviewing existing fundraising policies and mechanisms for reinvesting funds back into fundraising activities to sustain long-term support for integration initiatives.
- Identifying and engaging potential supporters within the local market who are inclined to contribute to integration initiatives, tailoring fundraising approaches accordingly and developing strategies to boost regular, unearmarked giving income to ensure sustainable funding for integration and inclusion activities.
- Exploring the presence of policies supporting core costs within the National Society and strategies to increase unearmarked income, which could be allocated to cover integration-related expenses.
- Implementing effective CRM systems for donor management, including database segmentation and targeted communication strategies to maximize engagement and support.
- Designing and implementing digital fundraising campaigns centered around personal stories and compelling narratives to attract support and raise awareness about integration challenges and opportunities.

NSD | Good practice 1

Financial Sustainability and Branch Development: Empowering Branch-led Integration in Poland

In response to the escalation of the international armed conflict between Russia and Ukraine, the Polish Red Cross launched a national emergency appeal to raise funds for the escalating humanitarian crisis. This appeal aimed to address both immediate relief needs and long-term integration challenges faced by displaced populations in Poland. In parallel, proactive steps were taken to plan for the establishment of integration centers, with brainstorming sessions involving branch directors and the selection of initial branches equipped to manage such initiatives.

To ensure sustainable support for local integration efforts, the Polish Red Cross implemented an internal grant mechanism to leverage funds raised through the national emergency appeal to finance branch-led integration programmes. As part of this process, branches develop and submit funding proposals to headquarters on a standardized template developed for this purpose. When a branch's integration centre has been selected for funding by the Polish Red Cross commission set up for this, funds are disbursed in instalments following rigorous internal audit controls, with agreements between headquarters and branches ensuring transparent and accountable utilization. As of February 2024, the Polish Red Cross operates nine Integration Centers across the country, offering a wide range of services to people displaced by the conflict in Ukraine, locals, and third-country nationals. These centers serve as vital hubs for community engagement, education, and support, providing assistance tailored to the diverse needs of displaced populations. Additionally, seven smaller centers focus on specific activities, such as child-friendly spaces or services for older individuals.

Noteworthy successes have been achieved through these integration initiatives, such as the establishment of a seniors' club at one center. The popularity of this club within the local community has attracted funding from the municipal government for its expansion, showcasing the importance of local partnerships and government support in sustaining integration efforts.

This structured approach highlights key steps on financial sustainability and branch development undertaken by the Polish Red Cross, showcasing its proactive response to crisis and commitment to empowering branches in leading integration efforts within local communities.

NSD | Good practice 2

Youth Engagement for Integration: The Red Cross of the Republic of Macedonia's Model

The Red Cross in Action – Promotion of Humanitarian Values (RCA-PHV) programme from the Red Cross of the Republic of North Macedonia is a great example of how youth can be engaged and empowered to cultivate a culture of dialogue and co-existence, essential for intercultural societies. Launched in 1997 and reaching all the National Society's branches since 2003, the programme annually draws in 1,200 young people aged 13 to 18 in a structured cycle of training, mentorship and project development and implementation. After learning about needs assessment, project planning, and resource mobilization, participants design and implement around 120 to 150 community projects each year: they carry out needs assessments within their communities, identify target groups, plan activities to achieve their project goals and mobilize resources for implementation. Over the years, the RCA-PHV programme has witnessed the completion of approximately 2,000 projects, significantly impacting the life of local communities. Notably, 60% of the participants have transitioned into becoming regular volunteers with the Red Cross of the Republic of North Macedonia.

One impactful project within the RCA-PHV programme involved youth volunteers mobilizing their community to construct a house for a homeless single mother and her children. This initiative, along with others aimed at educating and integrating marginalized groups such as Roma children, exemplifies the programme's goal of fostering equality and solidarity within communities. Through these projects, the RCA-PHV programme fully aligns with RCRC's broader goals of promoting a culture of inclusiveness, mutual support, and active participation, thus strengthening the social fabric of communities. The programme has already been shared as a model of youth engagement with the National Societies of Bosnia and Herzegovina, Kosovo, Albania, Bulgaria, Germany and Sri Lanka.

Davud, passionate about parkour and Syrian refugee living in Türkiye, featured in the #PowerToBe campaign. © IFRC

Coordination and Collaboration

When working in integration and inclusion, multi-faceted coordination and collaboration need to be continually developed and strengthened with authorities, civil society organizations, community-led organizations, components of the RCRC Movement, and external partners. The National Societies' ability to engage in integration and inclusion programming is facilitated by these partnerships, broadening influence, increasing capacity, and driving change. The level of engagement will vary according to the scale and complexity of the support that National Societies are seeking to provide to migrants.

Coordination refers to a situation in which two or more actors, who are ideologically aligned, share the same/similar interests and objectives and therefore take explicit actions to coordinate separate activities in pursuit of these common objectives. While collaboration refers to the situation in which two or more actors work together through joint activities to achieve an outcome.

Internal Movement Coordination and Collaboration

Effective integration and Inclusion efforts rely on robust internal coordination and collaboration within the Red Cross Red Crescent Movement. This involves close collaboration with IFRC and the International Committee of the Red Cross (ICRC), aligning with the Movement's mandate and statutory commitments to cooperation and coordination. Additionally, National Societies can and should work together to leverage existing expertise. This can be done through peer-to-peer support, sharing of good practices and lessons learned, among others. Shared language and cultural ties can be leveraged to enhance cooperation and information-sharing mechanisms that enable National Societies to disseminate resources and stay informed about emerging trends. The facilitation of coordination and collaboration opportunities among National Societies is one of the key added values that IFRC can provide to its membership, along with strategic and technical support in the design and implementation of National Society Development (NSD) plans and across multiple technical and programmatic areas. IFRC remains committed to continuing to facilitate peer-to-peer exchanges and to foster cooperation among National Societies, in line with its core mission as a central liaison, coordination body and supportive entity within the network.

Coordination and Collaboration with Authorities

As reinforced throughout this Framework, the integration and inclusion of migrants is the responsibility of national and local authorities, making engagement with authorities vital to the success of our own inclusion and integration initiatives. This entails establishing effective communication channels and partnerships with relevant governmental bodies and agencies responsible for migration policies and services. Through coordination, National Societies can work alongside authorities to address the evolving needs of migrants and refugees, ensuring that integration efforts align with national strategies and legal frameworks. Furthermore, collaboration with authorities enables the identification of opportunities for joint initiatives and advocacy efforts to enhance support for migrants at the local, national, and international levels.

External Coordination and Collaboration with Other Partners

In addition to engagement with authorities, collaboration with external partners is essential for comprehensive integration and inclusion programming. This involves fostering partnerships with civil society organizations, community-led organizations, and other stakeholders working in the field of migration and humanitarian assistance. By coordinating with these partners, National Societies can leverage resources, expertise, and networks to strengthen support mechanisms for migrants and refugees. Collaborative initiatives may include joint advocacy campaigns, capacity-building activities, and knowledge-sharing platforms aimed at enhancing the overall well-being and social inclusion of migrants and refugees.

Coordination & Collaboration | Good practice 1

The REPAIR Project: Fostering Family Reunification and Integration Through Collaborative Advocacy and Transnational Cooperation

The REPAIR (REunification PAthways for IntegRation) project, funded by the EU's Asylum, Migration and Integration Fund (AMIF) and implemented by Austrian Red Cross, British Red Cross, French Red Cross and Slovenian Red Cross, along with IFRC as the coordinator, is a three-year initiative that aims to facilitate the process of family reunification for Beneficiaries of International Protection (BiP) in Europe. The project's objectives include enhancing access to family reunification by providing comprehensive support from pre-arrival to post-arrival stages, ensuring individual follow-up on reunification cases, and assisting in the integration of reunited families. It also focuses on building national capacities to aid authorities and service providers, promoting the active involvement of receiving communities, and fostering transnational cooperation to share best practices and learnings.

To achieve this last objective, a Transnational Steering Group has been set up to enrich the work of the REPAIR project through advocacy, knowledge sharing and strategic guidance. The Group comprises the four implementing National Societies, ICRC, IFRC, UNHCR, the International Refugee Assistance Project (IRAP), and people with lived experience through the VOICES Network and diaspora organizations. The Group's objectives include advising on new developments, trends and policies related to family reunification; contributing to the development and implementation of advocacy strategies; and connecting implementing National Societies with relevant external partners, networks and stakeholders. This strong emphasis on knowledge sharing and advocacy at both national and EU levels ensures the REPAIR project remains informed and responsive to the changing landscape of family reunification, integrates and amplifies the voices of those with lived experience, and maximizes opportunities for coordination and collaboration with key stakeholders.

Coordination & Collaboration | Good practice 2

Peer-to-Peer Learning and Cooperation: Lessons from a Study Visit to Turkiye

In October 2022, IFRC and the Turkish Red Crescent Society (TRC) organized a study visit in Turkiye with the participation of the Latvian Red Cross, Lithuanian Red Cross, Polish Red Cross and Ukrainian Red Cross, as well as IFRC and TRC. The visit had the goal of sharing experiences in long-term and integration programming for displaced populations, as exemplified by TRC's Emergency Social Safety Net (ESSN) programme and Community-Based Migration Programmes.

The visit included sessions on transitioning from emergency response to long-term solutions for displaced populations, as well as field visits to TRC-run service and integration centres, offering practical insights into these initiatives. Leadership-level discussions between the participating National Societies and TRC explored areas of potential cooperation in migrant, refugee and Internally Displaced Persons (IDPs) integration strategies.

The visit was successful in showcasing the role a National Society can play in providing long-term integration support to displaced populations, with valuable learnings extracted from TRC's decade-long journey developing programmes like ESSN. Key takeaways included the importance of a solid relationship with public authorities and leveraging of the auxiliary role, a clearly defined role within the National Society's domestic structures, and the crucial importance of systems such as data management platforms and cash transfer solutions in enabling effective responses.

IFRC remains committed to promoting and facilitating this coordination and collaboration among National Societies, thus fostering a more streamlined and effective approach to addressing the diverse needs of migrants.

Humanitarian Diplomacy

Influencing humanitarian policy, law and practice is critical to the Red Cross and Red Crescent core mission to alleviate human suffering, protect life and health, and uphold human dignity. As a global network of National Societies, recognised as auxiliary to their public authorities in the humanitarian field, we have a responsibility "to persuade decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles."[4]

This can be achieved through different channels including quiet diplomacy and negotiation, policy dialogue, grassroots advocacy and public campaigns.

There are 3 main pillars around which we orientate our HD activities:

1. **Policy and practice change:** Influencing the laws, policies and practices of government, donors and strategic partners
2. **Profile building and positioning**: Influencing how people and institutions understand and appreciate the role, work and expertise of NS and the IFRC network
3. **Public engagement and behaviour change**: Influencing individuals and communities to make choices that promote safety, well-being and inclusion

What objectives will effective humanitarian diplomacy achieve?

In addition to policy-level change, we are also seeking the conditions that enable us to carry out our humanitarian work. This means that we are advocating at different levels, from operational and field-level engagement through to high level policy dialogue. Generally, the outcomes we are ultimately seeking include:

- Policy or legislative change that protects and enables assistance to people in need
- Respect for fundamental rights and humanitarian principles
- Greater access to and influence with decision makers
- Improved humanitarian practice and programming
- Greater access (in terms of people's access to humanitarian services, *and* the ability of humanitarian actors to reach people in need)
- Functional operations that demonstrate respect for IHL, Fundamental Principles, International Disaster Response Law, etc.
- Mobilization of resources and/or political support for our humanitarian work.
- Strong visibility for and public understanding of RCRC activities;

To achieve this outcomes Humanitarian Diplomacy can be done through:

- **Confidential diplomacy:** Strong confidential diplomacy should not be confused with remaining silent.
- **Public influence**: A form of advocacy that positions National Societies as experts on particular topics such as international humanitarian law (IHL) and can be utilized to complement strong confidential diplomacy.
- **Public advocacy campaigns**.
- **Policy events**: Educating a selected group of stakeholders and policy makers about a given issue. It is important when considering the organization of a policy event to have a clear idea of the objective and how the event can help achieve stated objectives.
- **Grassroots advocacy**: Action of demanding a solution to a common problem by lobbying and influencing decision-makers for change. It originates at the community level, among the individuals or groups directly affected by a particular issue.

---

[4] IFRC Humanitarian Diplomacy Strategy (adopted in 2009 by the Governing Board)

The Humanitarian Diplomacy cycle:

National Societies can follow the step-by-step guidance[5] which is designed to ensure well-prepared planning which includes all the key elements when engaging in humanitarian diplomacy;

The steps are not necessarily meant to be applied in strict chronological order (i.e. some steps may take place at the same time as others). Furthermore, the time and effort required to implement the different steps may vary considerably depending on the environmental context and the issue to be addressed.

It is not a stand-alone process. It draws on NS strengths, competencies, capacities and mandate. HD can support NS objectives and help enhance the impact of programmes.

Humanitarian Diplomacy circle

- 10 Follow-up, monitoring, and evaluation
- 1 Situational analysis
- 2 Identify issues based on evidence
- 3 Defi ne humanitarian diplomacy objectives
- 4 Identify target audience
- 5 Identify partners
- 6 Develop action plan
- 7 Develop key messages
- 8 Develop supporting materials
- 9 Meet the stakeholder

---

[5] The IFRC: Practicing HD (an introduction) (2012)

Four Red Cross of North Macedonia volunteers supporting migrants with information and humanitarian assistance. © Olav A. Saltbones/ Norwegian Red Cross

Humanitarian Diplomacy | Good practice 1

The #PowerToBe campaign

The Emergency Social Safety Net (ESSN) was an initiative funded by the EU and implemented by IFRC and the Turkish Red Crescent Society, in partnership with the Government of Türkiye. The programme provided financial assistance to refugees in Türkiye, home to one of the largest refugee populations in the world with close to four million people. A prepaid debit card helped families cover their most pressing needs, like contributing to rent, food and daily essentials. This in turn supported them in participating in community life and contributing to the local Turkish economy. As part of the programme, the #PowerToBe digital communications and humanitarian diplomacy campaign was launched across five countries – Austria, France, Romania, Spain, and Türkiye. Its objective was to enhance public perception and empathy for individuals forced to flee from conflict by portraying them as unique individuals with their own passions and talents. The campaign highlighted individuals like Davud, a parkour enthusiast; Amal, a culinary artist sharing her recipes on YouTube; Bilal, a football enthusiast; and Hamad, a singer. It also facilitated connections between these individuals and others in various countries who share similar interests. The campaign successfully achieved a substantial reach of 55,516,705 across all its channels.

Humanitarian Diplomacy | Good practice 2

The Swedish Red Cross's Collaborative Approach in Migration through its MoU with the Swedish Migration Authority

The Swedish Red Cross, through its Memorandum of Understanding (MoU) with the Swedish Migration Authority, engages in humanitarian diplomacy to advocate for the rights and well-being of migrants and refugees. This collaboration encompasses various thematic dialogue groups focusing on detention, Restoring Family Links (RFL), reception and integration, return counselling, capacity building for migration authorities, resettlement, and crisis management. The Red Cross's insights, drawn from direct dialogues with migrants and refugees, inform these discussions, ensuring that their lived experiences shape policy and practice. Through the dialogue carried out under this MoU, the Swedish Red Cross has influenced positive changes in the application of migration policy, such as in the case of government-run reception centers, where child-friendly spaces were facilitated and outdoor activities were promoted as a result of these dialogues. They have also addressed safety and privacy concerns at these centres, ensuring dignity and privacy in accommodation centers by including safety, privacy and dignity standards in the requirements for tendering criteria for new reception centres. This unique partnership positions the Red Cross as a key influencer in the application of migration policies, balancing its auxiliary role to the government with an independent stance advocating for migrant and refugee rights.

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.

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 16 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.